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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2012 to 30 June 2013

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Logistics Base (UNLB) for the period from 1 July 2012 to 30 June 2013, which amounts to $70,461,600.

The budget provides for the deployment of 145 international staff and 305 national staff, including temporary positions.

The total resource requirements for UNLB for the financial period from 1 July 2012 to 30 June 2013 have been linked to the objective of the Base through the results-based frameworks, under the support component.

The explanations of variances in both human and financial resources have been linked, where applicable, to specific outputs planned by the Base.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Expenditure (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
Civilian personnel	34 185.2	40 477.8	43 818.7	3 340.9	8.3
Operational costs	33 931.5	28 034.7	26 642.9	(1 391.8)	(5.0)
Gross requirements	**68 116.7**	**68 512.5**	**70 461.6**	**1 949.1**	**2.8**
Staff assessment income	5 374.3	6 249.9	6 044.4	(205.5)	(3.3)
Net requirements	**62 742.4**	**62 262.6**	**64 417.2**	**2 154.6**	**3.5**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**68 116.7**	**68 512.5**	**70 461.6**	**1 949.1**	**2.8**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*	*Temporary position*[b]	*United Nations Volunteers*	*Government-provided personnel*	*Civilian electoral observers*	*Total*
Office of the Director											
Approved 2011/12	—	—	—	—	13	11	7	—	—	—	**31**
Proposed 2012/13	—	—	—	—	12	15	—	—	—	—	**27**
Base Support Service											
Approved 2011/12	—	—	—	—	12	83	6	—	—	—	**101**
Proposed 2012/13	—	—	—	—	11	85	—	—	—	—	**96**
Logistics Service											
Approved 2011/12	—	—	—	—	23	115	—	—	—	—	**138**
Proposed 2012/13	—	—	—	—	34	122	—	—	—	—	**156**
Communications and Information Technology Service, Brindisi, Italy											
Approved 2011/12	—	—	—	—	15	42	—	—	—	—	**57**
Proposed 2012/13	—	—	—	—	14	42	—	—	—	—	**56**
Communications and Information Technology Service, Valencia, Spain											
Approved 2011/12	—	—	—	—	8	14	—	—	—	—	**22**
Proposed 2012/13	—	—	—	—	10	14	—	—	—	—	**24**
Field Human Resources Management Section, Valencia, Spain											
Approved 2011/12	—	—	—	—	—	—	—	—	—	—	**—**
Proposed 2012/13	—	—	—	—	6	18	16	—	—	—	**40**
Tenant units											
Approved 2011/12	—	—	—	—	47	5	—	—	—	—	**52**
Proposed 2012/13	—	—	—	—	46	5	—	—	—	—	**51**
Total											
Approved 2011/12	—	—	—	—	118	270	13	—	—	—	**401**
Proposed 2012/13	—	—	—	—	133	301	16	—	—	—	**450**
Net change	**—**	**—**	**—**	**—**	**15**	**31**	**3**	**—**	**—**	**—**	**49**

[a] Represents highest level of authorized/proposed strength.
[b] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Objective and planned results

A. Overall

1. The original storage facility for the Department of Peacekeeping Operations was the United Nations Supply Depot, located first in Naples and subsequently moved to Pisa, Italy. The supply depot was established in 1956 to receive assets available upon the closure of the United Nations Emergency Force. The United Nations Logistics Base (UNLB) has been in operation since late 1994 at Brindisi, Italy.

2. A memorandum of understanding governing the use of property and facilities at Brindisi by the United Nations was signed by the Secretary-General and Italy on 23 November 1994. The first addendum to the memorandum was signed on 7 December 2001 in respect of the donation of three new warehouses and the second addendum was signed on 4 August 2008 pertaining to the transfer of additional premises and areas to UNLB by the Government of Italy. A third addendum in respect of the transfer of six buildings and an open area, was signed on 23 November 2011.

3. The reprofiling of UNLB as the Global Service Centre, which started in 2010/11 as part of the global field support strategy, will continue in the 2012/13 period. It is proposed to strengthen the Global Service Centre in 2012/13 as a unified entity comprising UNLB and the United Nations Support Base at Valencia, Spain, with a functional structure based on two main capacities: support services and supply chain management. The report of the Secretary-General on the budget for UNLB for 2011/12 (A/65/760) gives details of the three phases for the reprofiling of UNLB as a Global Service Centre, under a timeline indicated in annex II of the report of the Advisory Committee on Administrative and Budgetary Questions contained in document A/65/743/Add.12. While the main objective of phase one, which corresponded to the 2011/12 financial period, was the consolidation and streamlining of existing UNLB support capacities and functions in the three services of UNLB, phase two, which corresponds to the 2012/13 financial period, is focused on the transfer of the management of the strategic deployment stocks, global asset and inventory management and improving the overall global supply chain. In this context, the concept of centralized warehousing is being introduced and adopted which, among other efficiencies, will allow for better space utilization, reduced inventory holdings, improved stock turnover and enhanced use of human resources. This will set the stage for the third phase, which will focus on the delivery of support services through service packages and modules to cover the support needs for missions throughout their life cycle and, as appropriate, in transition from peacekeeping to peacebuilding entities. The Support Base in Valencia reports to the Director of the Global Service Centre and, although autonomous in function in terms of its role as the secondary active telecommunications and data centre for peace operations, is an integral component of the Centre.

4. The objective of the Global Service Centre is to ensure efficient and effective peace operations. Within this overall objective, the Centre will, during the budget period, contribute to one expected accomplishment by delivering related key outputs, shown in the frameworks below. These frameworks are grouped under the following functional areas: Base Support Service; Logistics Service;

Communications and Information Technology Service; and Field Human Resources Management Section.

5. The expected accomplishment would lead to the fulfilment of the objective of the Global Service Centre, and the indicators of achievement show measurement of progress towards such accomplishment during the budget period. The human resources of the Centre in terms of the number of personnel have been attributed to the support component.

6. UNLB in Brindisi occupies a total surface area of 546,295 m^2 on which there are 19 warehouses, 18 workshops and 19 office and training buildings of different sizes, provided by the Government of Italy as facilities for the exclusive use of the United Nations. In addition, the Support Base in Valencia consists of three operational and office buildings provided by the Government of Spain, a cargo handling facility and pedestrian and vehicle access control, occupying a total surface area of 43,621 m^2. The construction of a secondary active site has been completed by the Government of Spain and the second phase of the establishment of the Support Base was completed with the installation of United Nations-owned equipment at the facility. The third phase, consisting of the progressive commissioning of the Support Base, is anticipated to be completed by June 2012.

B. Planning assumptions and mission support initiatives

1. Planning assumptions

7. As indicated above, the budget for the 2012/13 period is based on the proposed strengthening of the Global Service Centre as a unified entity comprising UNLB and the Support Base at Valencia as part of the implementation of the global field support strategy. The Global Service Centre is proposed to be configured as an integrated global service provider in support of United Nations field operations, including both peacekeeping and peacebuilding operations. In 2012/13, it is proposed to continue the relocation of transactional functions currently performed at Headquarters in New York by the Department of Field Support, specifically from the Logistics Support Division to Brindisi and from the Field Personnel Division to Valencia, to enable the Department to focus on providing strategic direction, oversight and policy guidance with Member States and police- and troop-contributing countries. Detailed operational issues would progressively be delegated to the Global Service Centre, ensuring a better service delivery to field operations.

8. In addition, the establishment of the Global Service Centre would also achieve the integration of the transactional and operational functions transferred from the Department of Field Support to the existing capacities of the Centre and the reengineering and consolidation of multiple and disparate operative systems in field missions for a more efficient service delivery to United Nations field operations.

9. The functional structure of the Global Service Centre would be based on two main capacities: support services and supply-chain management. The investments already made at UNLB would be leveraged as the Base is reprofiled as the centre for the delivery of service expertise to the field in the areas of logistics, administration and information and communications technology, including the delivery of integrated supply-chain management and modularization. Likewise, it is proposed that the investments made in Valencia as part of the secondary active

telecommunications site be leveraged so that, in addition to serving as a secondary active telecommunications site for disaster recovery and enterprise data centre, it would become a centre for service expertise in the areas of field personnel management and field budget and finance.

Transfer of functions from the Logistics Support Division in the Department of Field Support to the United Nations Logistics Base at Brindisi

10. The following functions are proposed to be transferred from the Logistics Support Division in the Department of Field Support to the Global Service Centre:

(a) **Global asset and material management for engineering and surface transport**. The asset management function includes the development and implementation of inventory management practices, guidelines and standard operating procedures that will be used to guide the monitoring and control of inventories, develop storage and stockage methodologies, define requirements for systems contracts, manage inter-mission asset utilization and ensure the proper management of expendable and non-expendable property inventories throughout the mission life cycle, including liquidation. It is proposed to form the foundation of a centralized supply operation so as to better support both internal and mission-specific activities. Engineering functions would be merged with the current operations at the Global Service Centre so as to provide better delivery of service by improving asset management and service support to the field. The spare-parts management function includes the development of vehicle spare-parts management policies, guidelines and standard operating procedures, and the monitoring of mission spare-parts holdings through utilization patterns. This would allow for comprehensive and streamlined support to missions for the acquisition of spare-parts, while ensuring an effective delivery and usage of stocks.

(b) **Mission operational support**. The Mission operational support function includes the implementation of supply and engineering policies and guidance developed at Headquarters, the monitoring of high-value or sensitive projects in field missions and the development of scopes of work and statements of requirement. The mission operational support team would also be responsible for monitoring and coordinating acquisition and procurement planning for missions, managing and monitoring demand for supplies and engineering global systems contracts, processing requisitions and managing related databases, as well as coordinating with missions in providing to Headquarters up-to-date information on field activities.

(c) **Management of the strategic deployment stocks**. The management of the strategic deployment stocks, which were approved by the General Assembly in 2002 to provide a platform for a rapid deployment capability, currently resides in the Logistics Support Division in the Department of Field Support. The proposed transfer to the Global Service Centre of the overall management and control of the strategic deployment stocks, including their replenishment, would expedite the release of materials and equipment to field operations, improve stock rotation and allow for regular review and updating of the composition of the stocks as part of the moduiarization programme and interaction with field missions with respect to mission needs, funding requirements, prioritization of needs and forecasting.

(d) **Mission liquidation team**. It is proposed to transfer the asset disposal functions during mission drawdown and liquidation phases from the Operational

Support Service in the Logistics Support Division to the Global Service Centre to better assist field missions in the implementation of liquidation and disposal activities, to ensure compliance with policies and guidelines, and to establish the necessary verification mechanisms, approval and follow-up on asset disposal plans and inventory reporting. This function is closely linked to global inventory management and overall material management functions.

11. With the transfer of functions, a total of 23 posts (1 D-1, 4 P-4, 8 P-3 and 10 General Service) in the Logistics Support Division of the Department of Field Support at Headquarters, currently funded under the support account for peacekeeping operations, are proposed to be abolished and established at UNLB. The General Service posts abolished in the support account would be established as national General Service posts at UNLB.

Transfer of functions from the Field Personnel Division in the Department of Field Support to the Support Base at Valencia

12. During the 2012/13 budget period, it is proposed to transfer the roster management function and establish a capacity-building team from the Field Personnel Division in the Department of Field Support to the Support Base at Valencia. This will be followed by personnel administration in the 2013/14 period.

(a) **Roster Management Unit**. The transactional human resources functions related to building and maintaining rosters of available candidates ready to deploy in peace operations across 24 occupational groups would be relocated from the Field Personnel Division at Headquarters to the Global Service Centre. Separating the transactional from the strategic function would increase efficiency by allowing specialists to focus on transactional processes such as roster management, the processing of recruitment, on-boarding and administration. In addition, transferring these processes would provide an opportunity to reengineer and streamline them. Further, co-locating the recruitment functions with the Field Central Review Board and the Reference Verification Unit would facilitate the work between those interdependent entities.

(b) **Capacity-building team**. The team would be responsible for training newly recruited staff members of the Global Service Centre and providing guidance to human resources practitioners in field missions as required, either remotely from the Centre or by deploying to the field to provide assistance, and supporting field missions in both their start-up and their liquidation phases.

13. The Roster Management Unit and the capacity-building team would be part of the Field Human Resources Management Section proposed to be established in Valencia, which would also include the Field Central Review Board Unit, the Reference Verification Unit and the Education Grant Unit currently located in Brindisi and proposed to be relocated to Valencia.

14. With the transfer of functions, a total of 11 posts (1 P-5, 1 P-4, 1 P-3 and 8 General Service) and 16 temporary positions (12 P-3 and 4 General Service) in the Field Personnel Division of the Department of Field Support at Headquarters, currently funded under the support account for peacekeeping operations, are proposed to be abolished and established in the Support Base in Valencia. The General Service posts and positions abolished under the support account would be established as national General Service in Valencia.

2. Mission support initiatives

15. The 2012/13 budget takes into account a number of improvement initiatives to address present and future operational and organizational needs of the Global Service Centre, including the resource requirements necessary to support the activities of the Logistics Service, the Communications and Information Technology Service and the Base Support Service, which provide administrative, technical and operational support to field missions and to the Global Service Centre.

16. The mission support teams are a key service-provider to field missions through the deployment of skilled personnel from the Global Service Centre for specific projects and initiatives and to address defined capacity gaps. Since their creation in 2010, the mission support teams have deployed, as a combination of individuals or as teams, over 100 staff in support of 11 field missions. It is one of the most successful service deliverables of the Global Service Centre as it provides rapid and targeted solutions to field demands. Development of mission support team capacities and enhancing the scope of the skills available in the team is proposed to be continued during the 2012/13 period.

17. Another operational initiative of the Global Service Centre has been the development of defined service packages for field missions. Under this initiative, the expertise of the Centre is packaged into defined services that are offered to field missions on a cost-reimbursable basis. Predefined modules, such as the information and communications technology advanced response team and the comprehensive operational mission and acquisition support service, are service packages already available to field missions, as explained in paragraphs 21 and 28 below.

18. The medium-term objectives of the Global Service Centre remain focused on the further development of the modularization programme, which is a vital pillar of the global field support strategy, along with the overall management of the strategic deployment stocks. The composition of the strategic deployment stocks is under review, focusing on reconfiguring, rescaling and resizing the goods and materials, taking into account the modularization programme.

19. The long-term objective of the Global Service Centre is to strengthen its delivery capabilities and portfolio of services, designed specifically to meet the needs of clients in United Nations field operations, which can be delivered in-mission or through back-office support from the Centre. For the 2012/13 period, the objective of the Centre is to develop, prepare and publish a portfolio of services and goods available to field missions, as well as United Nations agencies, funds and programmes, on a cost-reimbursable basis.

Communications and Information Technology Service

20. The Communications and Information Technology Service of the Global Service Centre would become the main information technology operational arm of the Department of Field Support, providing global information and communications technology services in accordance with the strategic framework of the Department. Additional services to field missions will continue to be centralized in the Global Service Centre so as to reduce the support footprint in field missions. Other operationally focused functions that do not require interaction with Member States will be proposed to be transferred in subsequent years.

21. The communications and information technology services infrastructure will be enhanced in order to provide services in an active-active and load-balanced configuration set up between Brindisi and Valencia, with both sites operating simultaneously as a single hub, and with services and systems equally distributed between the two sites to provide information and communications services that enables minimum outage of critical services and optimum resource utilization. The global telecommunications hub operating from Brindisi and Valencia will continue to provide support services to the partners and clients of the Department of Field Support, including hosting enterprise systems and providing disaster recovery services for the Secretariat. The active-active and load-balanced communications and information technology arrangements would provide the required services to field users in a transparent, seamless and cost-effective manner, in addition to meeting the disaster recovery requirements of field missions. The Communications and Information Technology Service will establish a load-balanced environment that is capable of providing 100 per cent voice, data and videoconferencing resilience and redundancy. In addition, the Service will continue its efforts to centralize and rationalize global communications and information technology services at the hub, and to refine its enabling and rapid response capacity via its existing information and communications advanced response team, rapidly deploying technical support to field missions in small teams of communications and information technology technical experts who can implement a predefined, easily replicated infrastructure in field missions.

22. With the establishment of the single active-active and load-balanced Global Service Centre, the communications and information technology infrastructure will be approaching its target configuration in 2012 and 2013. It is proposed to establish a voice systems planning and engineering capacity in Valencia, thus distributing current expertise in these areas between Brindisi and Valencia.

Logistics Service

23. The Logistics Service is undergoing the second phase of its restructuring into a global service provider so as to enhance its capacity to respond to the requirements and mandate of the Global Service Centre by providing two different lines of service, technical support and operational support. This entails the consolidation and centralization of the processes and functions of the traditional self-accounting units of engineering, campus support, supply, logistics and transport into three main components consisting of a Central Warehousing and Distribution Section, a Central Maintenance and Repair Section and a Programme Management Unit.

24. The centralization of warehousing activities started with the transfer of the engineering stores and staff to the Supply Section during the 2011/12 period and is proposed to be continued in the 2012/13 period with the transfer of the transport and campus support stores and personnel to the Central Warehousing and Distribution Section. The Communications and Information Technology Service warehousing element will also be unified within the overall central warehouse concept as part of the third phase of the restructuring.

25. The centralization of maintenance and repair functions started with the transfer of the Generator Maintenance Unit to the Transport Section and is proposed to be continued in the 2012/13 period with the transfer of the office machine and

equipment maintenance functions and associated staff to the Central Maintenance and Repair Section.

26. It is also proposed to create a Programme Management Unit in the Office of the Chief of the Logistics Service, with the objective of transferring the financial, administrative and training functions and responsibilities, along with the associated processes and resources, to the Office of the Chief.

Base Support Service

27. The Base Support Service was established to be responsible for the self-sustainment of UNLB operations in Brindisi. It is increasingly evolving as a global service provider by providing expertise and administrative support and guidance to field missions, and will continue to do this while also exploring packaging its expertise into specific service modules. To accommodate this business model, the Base Support Service adjusted its structure in the 2011/12 period to focus on service delivery and staff development in order to meet the administrative and back-office support needs of field missions.

28. One service package already in operation is the comprehensive operational mission and acquisition support service, a global service package that is actively focused on providing support to special political missions. This service package has been successfully implemented as a pilot project in the United Nations Office for West Africa and the United Nations Regional Office for Central Africa, and includes a wide range of services throughout the supply chain management cycle. This initiative is valuable to special political missions with limited or no capacity or expertise in procurement and other related areas.

29. A second global service package proposed to be developed in the 2012/13 period is the establishment of a Conference Service and Learning Centre. Since UNLB has historically been successful in hosting, delivering and providing training, the Conference Service and Learning Centre would develop a multi-year training package that will identify and promulgate courses to be held at the Global Service Centre, thus allowing field missions to properly plan and budget their training needs, including soft skills, functional skills, professional certification and management development workshops. In addition, sessions will be offered in missions or through e-learning, WebEx or other similar modalities. To meet the support needs of the field, it is proposed that a significant number of staff enrol in training programmes that are offered in-house, which would allow them to develop skills outside of their specific area of expertise and offer that expertise to field missions.

Tenant units

30. The Standing Police Capacity will continue to deliver its two core functions, which are the start-up of new police components in peace operations and the provision of strategic assistance to police components in existing peacekeeping missions.

31. The Justice and Corrections Standing Capacity will continue to deliver its two mandated functions, which are the start-up of new justice and corrections operations and the provision of support and technical assistance to existing operations in the area of justice and corrections.

32. The Standing Police Capacity and the Justice and Corrections Standing Capacity will also continue to respond to requests from the Department of Political Affairs

and backstopping demands from United Nations agencies, funds and programmes. While the backstopping demand cannot be fully predicted, both of these units need to be prepared to address increasing demands from other United Nations entities.

33. The Integrated Training Service supports field operations with the delivery of training, as well as with application of learning methodologies to the design, development and delivery of learning activities. The Integrated Training Service will continue to deliver the civilian predeployment training courses and has expanded its activities to include the establishment of: (a) a civilian mobile training capacity to deliver training support to field missions and for the rapid deployment of training capacity for start-up and transitional missions and for special political missions that have limited or no training capacity; and (b) an international certification for peacekeeping trainers, with a view to formalizing training quality standards and professionalizing the training and learning functions within the Department of Peacekeeping Operations and the Department of Field Support.

C. Regional mission cooperation

34. The Regional Aviation Safety Office will continue to provide safety oversight for UNLB, the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Assistance Mission for Iraq (UNAMI), and the United Nations Peacekeeping Force in Cyprus (UNFICYP).

D. Partnerships and country team coordination

35. UNLB will continue to collaborate with the World Food Programme (WFP), which is also hosted in the Italian Air Force Base at Brindisi, in areas of common interest, such as aviation, medical services, information and communications technology services and training on a cost-sharing basis. UNLB will provide logistical support when required to WFP airlifts, including ground handling, and will remain ready to assist other United Nations system organizations as required.

36. UNLB provides telecommunications services to the International Criminal Tribunal for Rwanda, the International Tribunal for the Former Yugoslavia, the Special Tribunal for Lebanon, the United Nations Assistance to the Khmer Rouge Trials and the International Criminal Court, offices outside of Headquarters (United Nations Office at Geneva, United Nations Office at Nairobi and United Nations Office at Vienna) and several United Nations agencies, funds and programmes (the United Nations Relief and Works Agency for Palestine Refugees in the Near East, WFP, the Economic Commission for Africa, the Office for the Coordination of Humanitarian Affairs and the Economic and Social Commission for Western Asia). The Base also provides services to all special political missions.

37. The Director of the Global Service Centre is the designated Area Security Coordinator for all United Nations system offices in the area, including the United Nations Humanitarian Response Depot, the United Nations Office for Project Services and the International Computing Centre.

E. Results-based-budgeting frameworks

Component: support

Expected accomplishments	*Indicators of achievement*
1.1 Increased efficiency and effectiveness of administrative, logistical and information and communications technology support provided by the Global Service Centre to peacekeeping missions, other field operations and the Global Service Centre	1.1.1 Completion of the commissioning of the active-active and load-balanced Global Service Centre (Brindisi and Valencia) information and communications technology services
	1.1.2 Consolidation, integration and harmonization of current policies and procedures as part of capacity development in the Global Service Centre in support of the implementation of the global field support strategy, incorporating the procedures relating to the functions and activities transferred from the Logistics Support Division of the Department of Field Support
	1.1.3 Reduction of the level of UNLB inventories dedicated to supporting the activities of the Global Service Centre by 3 per cent
	1.1.4 Establishment of a baseline for the quality of services provided by the Global Service Centre through a survey from field missions
	1.1.5 Increased number of flights controlled and monitored centrally through the global tracking system, including cost-benefit analysis and aircraft selection, to reduce regional aviation operating costs and optimize fleet utilization (2010/11: 12 flights per month; 2011/12: 100 flights per month; 2012/13: 150 flights per month)
	1.1.6 Increased number of start-up and/or existing justice and correction components supported in field missions (2011/12: 3; 2012/13: 6)
	1.1.7 15 per cent increase in the number of candidates on the roster as at 30 June 2013 in 24 occupational groups, available for immediate selection against mission vacancies (2010/11: 4,200; 2011/12: 5,200; 2012/13: 6,000)

Outputs

Logistics Service

- Development of one Logistics Service catalogue/portfolio of services to be provided to field missions by the Strategic Air Operations Centre, Engineering Standards and Design Centre and Geographic Information System Centre specialized sections.

- Development of one standard geodatabase and maintenance of a secured repository in support of geospatial applications development, geovisualization of data and sustainment of geo-operations in field missions.
- Provision of geospatial services and products including spatial and terrain analyses, groundwater assessment, training and topographic, thematic and rapid mapping.
- Development of two standard geospatial applications and tools in support of decision-making processes and peacekeeping and peacebuilding operations.
- Deployment of one geo rapid deployment module and geographic information system (GIS) staff to new and expanding missions within 30 days from the date of the Security Council resolution or official request from the field mission is received.
- Provision of ground handling services, meteorological information, assistance in obtaining air traffic rights for Italian airspace and support for all aircraft operating at the Global Service Centre as part of the global field support strategy.
- Provision on the ground of engineering support for major projects in three missions, including start-ups upon request.
- Development and delivery of modularized service packages including statements of work, bills of quantities and design, in accordance with the modularization five-year plan, including the development of one 200-man training camp, the conduct of one ballistic testing of modularized security structures, prototyping of two modularized accommodation structures and two meetings with Member States on progress in the modularization programme.
- Configuration and management of 40 camp sub-modules, including input to the strategic deployment stocks composition.
- Development and implementation of one training programme for mission support teams on building modularized camps, including participation in the WFP/United Nations Humanitarian Response Depot training programme.
- Deployment of mission support teams to 10 missions as enabling capacity during the start-up, expansion, sustainment, downsizing or liquidation phases of a mission, as required.
- Development of four new training courses and organization of 26 training courses at the Global Service Centre for field missions.
- Maintaining 100 per cent of strategic deployment stock materials in readiness status.
- Consolidation of warehouse space and reduction of two temporary storage structures.
- Testing, inspection, maintenance and repair of 100 per cent of the Global Service Centre operational fleet of vehicles, generators and equipment.
- Establishment of contracts for the provision of selected items on an as-and-when-required basis to reduce the level of inventory of Global Service Centre stock.
- Establishment of standard inventory reporting.
- Installation of a rain and condenser water collection system in buildings A and B in the satellite compound to reutilize water for irrigation and the wash area and reduce water consumption by up to 40 per cent.

Communications and Information Technology Service

- Satellite bandwidth technical management, communication services and remote support for a satellite network consisting of 38 regional earth station hubs, 384 satellite out-stations and 457 inter-mission and mission-to-hub satellite links, using 4 satellites and 13 transponders, plus staging and preparation of satellite communication out-stations.

- Maintenance and operation of 3 core switches, 3 firewalls, 73 servers, 11 routers, approximately 1,020 Lotus Notes e-mail accounts, 150 group mail boxes, 30 test mail boxes, 154 non-mail applications and databases, 8 SharePoint sites and 16 websites.

- Operation and maintenance of 81 E1 inter-mission voice lines, 52 commercial E1 voice lines, 14 leased lines and 6 high speed Internet links.

- Operation and maintenance of the Global Service Centre network infrastructure consisting of 185 switches, 11 firewalls, 14 firewall system modules, 43 routers, 73 servers, 15 network analyser modules, 9 intrusion-detection system modules, 2 content switching modules, 2 cache engines, 6 netscalers, 47 appliance accelerator and command managers, 6 unified communications servers and 2 unified gateways.

- Hosting, maintenance and service desk support for 72 centrally hosted applications (asset management, financial and procurement systems, field support suite, web mailboxes and websites) hosted in 1,500 virtual servers for all field missions and Headquarters, maintenance and administration of mail routing for 55,000 mailboxes and mail replication for global operations, and maintenance of 1,900 terabytes of storage for production data and for disaster recovery and business continuity purposes.

- Design and integration of one alternative carbon-free energy generator that will fully sustain the mobile deployable telecommunications system during operations in the field.

Base Support Service

- Provision of management and administrative support to an approved staffing complement of 450 civilian personnel.

- Coordination and provision of administrative and logistical support to 250 events, including official visits to the Global Service Centre and learning activities (i.e., training courses, workshops, seminars and conferences).

- Provision of medical services to the Global Service Centre civilian personnel, their dependants and United Nations trainees, medical briefings to 400 newly recruited civilian staff attending predeployment training and 10 sessions on sexually transmitted infections and HIV, for all Global Service Centre personnel.

- Maintenance of 56 hard-wall buildings (57,543 m^2), 15 additional buildings in the engine workshop area (5,240 m^2), 13 soft-wall structures (7,215 m^2), 111 prefabricated container units and 408,287 m^2 of open areas in Brindisi, as well as 138,008 m^2 of roads and parking areas in Brindisi through the management of 35 service contracts, including 14 building maintenance services contracts, 7 ground maintenance services contracts, 8 blanket purchase agreements and 4 utility contracts in Brindisi.

- Maintenance of 10 hard-wall buildings with three main buildings (OF1, OF2 and DC), and seven minor buildings (access pavilion, warehouse, garbage room, control cabin, gardening pumps and implements room, energy centre, including section centre and power generators, and subscriber electric station), (8,783 m^2) and open areas of 34,717 m^2 including parking areas, through 3 current service contracts and 2 utility contracts in Valencia.

- Operation of the Global Service Centre operational vehicle fleet, comprising 133 vehicles in Brindisi and 5 vehicles in Valencia.

Office of the Director

- Provision of security services 24 hours a day, 7 days a week, at Brindisi and Valencia.
- Implementation and management of UNAMI, UNIFIL and UNFICYP aviation safety programme, including 9 aviation safety mission visits.

Field Human Resources Management Section (Valencia)

- Processing of 1,300 education grant claims.
- 10,000 candidates recommended for placement in the roster reviewed by the Field Central Review Board as at 30 June 2012.
- Completion of reference checks for up to 2,000 rostered candidates for peace operation positions.
- Conduct of an assessment review of human resources training needs for human resources practitioners in field missions, the Global Service Centre and the Regional Service Centre at Entebbe, Uganda.
- Training of human resources practitioners in field missions with newly delegated authority.

Tenant units

Standing Police Capacity

- Two assistance missions to police components in existing peacekeeping operations for up to 3 months with expert enhancement (reform, advice and training) and corrective activities in support of national law enforcement capacity-building.
- Establishment and strengthening of police components in two new and/or expanding mid-sized missions.
- Support of four evaluations of police components in peacekeeping and special political missions.

Justice and Corrections Standing Capacity

- Provision of targeted and time-limited support and assistance to at least three existing missions that require specific and technical guidance related to Justice and Corrections Standing Capacity expertise.
- Outreach campaign of Justice and Corrections Standing Capacity activities through one article per trimester published on the United Nations Intranet, one article in the *Corrections Update* magazine and one article in the *Justice Update* magazine. Issuance of six end-of-mission reports.
- Presentation of an update on operations of the Justice and Corrections Standing Capacity at one International Corrections and Prisons Association annual conference. Introduction of Justice and Corrections Standing Capacity mandate to at least one Department of Peacekeeping Operations rule of law training event for Judicial Affairs Officers.

Integrated Training Service

- Provision of civilian predeployment training to at least 400 staff deploying to field missions.
- Provision of training support to at least five field missions.
- Visits to at least three peacekeeping missions to conduct level three evaluation (impact assessment) of the civilian predeployment training.

External factors

Vendors, contractors and suppliers will deliver goods, services and supplies as contracted.

Table 1
Human resources: Office of the Director, Global Service Centre

Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***			
Immediate Office of the Director, Global Service Centre									
Approved posts 2011/12	—	1	1	2	1	**5**	4	—	**9**
Proposed posts 2012/13	—	**2**	**2**	**2**	**1**	**7**	**5**	—	**12**
Net change	—	**1**	**1**	—	—	**2**	**1**	—	**3**
Security Office									
Approved posts 2011/12	—	—	—	—	—	—	3	—	**3**
Proposed posts 2012/13	—	—	—	—	—	—	10	—	**10**
Net change	—	—	—	—	—	—	**7**	—	**7**
Approved temporary positions[b] 2011/12	—	—	—	—	—	—	7	—	**7**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	—	—	**(7)**	—	**(7)**
Subtotal, Security Office									
Approved 2011/12	—	—	—	—	—	—	10	—	**10**
Proposed 2012/13	—	—	—	—	—	—	10	—	**10**
Net change	—	—	—	—	—	—	—	—	—
Regional Aviation Safety Office									
Approved posts 2011/12	—	—	1	1	—	**2**	—	—	**2**
Proposed posts 2012/13	—	—	1	1	—	**2**	—	—	**2**
Net change	—	—	—	—	—	—	—	—	—
Field Central Review Board									
Approved posts 2011/12	—	—	1	2	—	**3**	4	—	**7**
Proposed posts 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	**(1)**	**(2)**	—	**(3)**	**(4)**	—	**(7)**
Field Contracts Management Unit									
Approved posts 2011/12	—	—	1	2	—	**3**	—	—	**3**
Proposed posts 2012/13	—	—	1	2	—	**3**	—	—	**3**
Net change	—	—	—	—	—	—	—	—	—

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total, Office of the Director									
Approved 2011/12	—	1	4	7	1	**13**	18	—	**31**
Proposed 2012/13	—	2	4	5	1	**12**	15	—	**27**
Net change, Office of the Director	**—**	**1**	**—**	**(2)**	**—**	**(1)**	**(3)**	**—**	**(4)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

38. The summary of the proposed staffing changes in the Office of the Director is presented in the table below.

Section/Unit			Posts		
From	To	Type of proposed staffing change	To Office of the Director	From Office of the Director	Details
Field Central Review Board	Field Human Resources Management Section in Valencia	Redeployment		(7)	1 P-4, 2 P-3, 4 national General Service staff
Security Office	Security Office	Conversion	7	(7)	National General Service staff
Logistics Support Division, Department of Field Support	Immediate Office of the Director, Global Service Centre	Establishment of posts based on posts to be abolished in the Logistics Support Division, Department of Field Support	3		1 D-1, 1 P-4 and 1 national General Service staff
Establishments, redeployments and conversions in the Office of the Director, Global Service Centre			**10**	**(14)**	
Net decrease in the Office of the Director, Global Service Centre				**(4)**	

Immediate Office of the Director

International Staff: increase of 2 posts (establishment of 1 D-1 and 1 P-4 posts, to be abolished in the Logistics Support Division, Department of Field Support at Headquarters)

National Staff: increase of 1 post (establishment of 1 General Service post, to be abolished in the Logistics Support Division, Department of Field Support at Headquarters)

39. In line with the continuing reprofiling of UNLB as the Global Service Centre, the mandate of the Office of the Director is expanding to provide more effective planning and coordination of the Centre in support of United Nations field operations. It is proposed to establish in the Office of the Director of the Centre, three posts comprising a Deputy Director (D-1), an Administrative Officer (P-4) and an Administrative Assistant (General Service), which are concurrently proposed to be abolished in the Logistics Support Division of the Department of Field Support in Headquarters.

40. The Deputy Director (D-1) would provide the necessary level of managerial oversight in delivering high quality support services to field operations. In addition, the Deputy Director would provide the requisite leadership in the implementation of the global field support strategy to drive integration and change management for the successful completion of the reprofiling of UNLB as the Global Service Centre, and would be responsible for oversight of the implementation at the Centre of specialized projects such as the International Public Sector Accounting Standards (IPSAS) and Umoja.

41. The Administrative Officer (P-4) would ensure that programmes and services are delivered and accomplished in an effective and efficient manner within applicable policies and guidelines. The Administrative Assistant (national General Service staff) would provide administrative support to the Director, Deputy Director and the Administrative Officer.

Security Office

National Staff: conversion of 7 national General Service staff positions to posts

42. While the host Government provides base access and perimeter control of the Air Force base in which UNLB is co-located, the Security Office provides mandatory United Nations security and safety services at UNLB, including monitoring of staff and visitors on the premises, ensuring 24/7 base emergency response capabilities, maintaining minimum 24/7 operational capacity to assist United Nations staff, visitors and contractors on and outside the Base and implementing the United Nations security management system and its mandatory requirements. These functions are mandatory United Nations security functions carried out on a daily basis to ensure the safety and security of the UNLB premises, facilities and assets. Given the continuous nature of the security services provided by the incumbents of the 7 Security Assistant temporary positions in the Security Office, it is proposed to convert these temporary positions to posts.

Field Central Review Board

International Staff: decrease of 3 posts (redeployment of 1 P-4 and 2 P-3 posts to the Field Human Resources Management Section in Valencia)

National Staff: decrease of 4 posts (redeployment of 4 national General Service staff posts to the Field Human Resources Management Section in Valencia)

43. The Field Central Review Board and the Education Grant Unit are currently located in the Office of the Director in Brindisi. In order to take full advantage of the efficiency gains to be achieved by moving the field human resources functions to the Support Base in Valencia, it is proposed to relocate these two units to Valencia under the overall supervision of a proposed new Field Human Resources Management Section for increased cohesiveness and efficiency. The recruitment, Field Central Review Board and reference checking functions are the three main components of the rostering system for field mission vacancies. Their operations are linked to each other at various steps of the rostering process, and it is therefore expected that their co-location would increase cohesiveness, expedite the entire recruitment process for the field and reduce travel costs.

Table 2
Human resources: Base Support Service

Net change									—
	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Chief, Base Support Service									
Approved posts 2011/12	—	—	1	—	—	**1**	6	—	**7**
Proposed posts 2012/13	—	—	1	—	—	**1**	6	—	**7**
Net change	—	—	—	—	—	—	—	—	—
Campus Support Section									
Approved posts 2011/12	—	—	—	1	2	**3**	46	—	**49**
Proposed posts 2012/13	—	—	—	1	1	**2**	43	—	**45**
Net change	—	—	—	—	**(1)**	**(1)**	**(3)**	—	**(4)**
Finance Section									
Approved posts 2011/12	—	—	1	—	1	**2**	9	—	**11**
Proposed posts 2012/13	—	—	1	—	1	**2**	10	—	**12**
Net change	—	—	—	—	—	—	**1**	—	**1**
Human Resources Section									
Approved posts 2011/12	—	—	1	1	1	**3**	10	—	**13**
Proposed posts 2012/13	—	—	1	1	1	**3**	7	—	**10**
Net change	—	—	—	—	—	—	**(3)**	—	**(3)**
Approved temporary positions[b] 2011/12	—	—	—	—	—	—	**6**	—	**6**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	—	—	**(6)**	—	**(6)**
Subtotal, Human Resources Section									
Approved 2011/12	—	—	1	1	1	**3**	16	—	**19**
Proposed 2012/13	—	—	1	1	1	**3**	7	—	**10**
Net change	—	—	—	—	—	—	**(9)**	—	**(9)**
Procurement Section									
Approved posts 2011/12	—	—	1	1	1	**3**	10	—	**13**
Proposed posts 2012/13	—	—	1	1	1	**3**	10	—	**13**
Net change	—	—	—	—	—	—	—	—	—
Medical Clinic									
Approved posts 2011/12	—	—	—	—	—	—	2	—	**2**
Proposed posts 2012/13	—	—	—	—	—	—	2	—	**2**
Net change	—	—	—	—	—	—	—	—	—

Conference Service and Learning Centre									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	—	—	—	—	7	—	7
Net change	—	—	—	—	—	—	7	—	7
Total, Base Support Service									
Approved 2011/12	—	—	4	3	5	12	89	—	101
Proposed 2012/13	—	—	4	3	4	11	85	—	96
Net change	—	—	—	—	—	(1)	(4)	—	(5)

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

44. The summary of the proposed staffing changes in the Base Support Service is presented in the table below.

Section/unit			*Posts*		
From	*To*	*Type of proposed staffing change*	*To Base Support Service*	*From Base Support Service*	*Details*
Campus Support Section	Office of the Chief, Communications and Information Technology Service, Valencia	Redeployment		(1)	Field Service
Human Resources Section	Conference Service and Learning Centre	Redeployment	3	(3)	National General Service staff
Human Resources Section	Reference Verification Unit, Valencia	Redeployment		(6)	National General Service staff (funded under general temporary assistance)
Campus Support Section	Central Warehouse and Distribution Section	Redeployment		(1)	National General Service staff
Campus Support Section	Conference Service and Learning Centre	Redeployment	2	(2)	National General Service staff
Supply Section	Conference Service and Learning Centre	Reassignment	2		National General Service staff
Supply Section	Finance Section	Reassignment	1		National General Service staff
Redeployments and reassignments to/from Base Support Service			**8**	**(13)**	
Net decrease in Base Support Service				**(5)**	

Campus Support Section

International staff: decrease of 1 post (redeployment of 1 Field Service post to the Office of the Chief, Communications and Information Technology Service, Valencia)

National staff: decrease of 3 posts (redeployment of 2 posts (national General Service staff) to the newly proposed Conference Service and Learning Centre and 1 post (national General Service staff) to the newly proposed Central Warehouse and Distribution Section in the Logistics Service)

45. As the reprofiling of UNLB as a Global Service Centre continues, the Campus Support Section, which was created in 2011/12 within the Base Support Service by merging individual technical units, is still evolving into a more cohesive and integrated service entity to better support local clients needs. In the 2012/13 period, it is proposed to redeploy one Information and Communications Technology Support Coordinator (Field Service) from the Campus Support Section to the Office of the Chief, Communications and Information Technology Service in Valencia to provide information technology services to remote field operations and to users in Brindisi and Valencia.

46. It is also proposed to redeploy one post of Audiovisual Technician (national General Service staff) and one post of Web Designer (national General Service staff) from the Campus Support Section to the newly proposed Conference Service and Learning Centre and to redeploy one post of Inventory and Supply Assistant (national General Service staff) to the newly proposed Central Warehouse and Distribution Section in the Logistics Service.

Finance Section

National staff: increase of 1 post (reassignment of 1 national General Service staff post from the Supply Section in the Logistics Service)

47. The workload in the Finance Section has increased significantly in the past three years owing to the growth of UNLB with the transfer of the tenant units from New York Headquarters to Brindisi, the establishment of the Support Base in Valencia and the current restructuring and reprofiling of UNLB to become a Global Service Centre, resulting in increased personnel and increased operations and volume of transactions related to financial services. Finance staff have been stretching their working hours to provide financial services, but there are still delays in payments due to the volume of work. These relate to staff entitlements, staff travel, vendor invoices, inter-mission billing, daily subsistence allowance to participants for civilian predeployment training, and payments to consultants and individual contractors. In addition, processing of invoices for the Valencia Support Base takes a significant amount of time because of the geographical distance, including claims for refunds of value added tax from the host Government. The role of the Global Service Centre in providing support to field missions, travel of the Standing Police Capacity staff and other official travel by United Nations staff and dependants has increased travel activities. Expanding logistics operations and related procurement activities has resulted in an increase of 63 per cent in purchase orders from 469 in 2006/07 to 765 in 2010/11, 470 per cent in miscellaneous obligating documents from 23 in 2006/07 to 131 in 2010/11, 239 per cent in travel authorizations from 181 in 2006/07 to 614 in 2010/11 and 51 per cent growth in disbursement vouchers from 1,392 in 2006/07 to 2,852 in 2010/11. To alleviate the

current excessive workload of the staff in the Finance Section, it is proposed to reassign one post of Inventory Supply Assistant (national General Service staff) from the Supply Section to the Finance Section as Finance Assistant to be assigned to processing payments and performing cashier services.

Human Resources Section

National staff: decrease of 3 posts and 6 general temporary positions (conversion to posts and redeployment of 6 national General Service staff positions to the Reference Verification Unit in the newly proposed Field Human Resources Management Section in Valencia, and redeployment of 3 national General Service staff posts to the newly proposed Conference Service and Learning Centre within the Base Support Service)

48. The six national General Service staff general temporary positions in the Reference Verification Unit currently located in the Human Resources Section in Brindisi are proposed to be relocated to Valencia under the new Field Human Resources Management Section. The co-location with other functions related to human resources in the field is expected to increase cohesiveness, expedite the recruitment process and reduce travel costs. These temporary positions are proposed to be converted to posts given the continuous nature of reference checking functions as a mandatory step in the recruitment process of the Secretariat.

49. One post of Senior Training Assistant (national General Service staff) and two posts of Training Assistants (national General Service staff) are proposed to be redeployed to the new Conference Service and Learning Centre established within the Base Support Service.

Conference Service and Learning Centre

National staff: increase of 7 posts (redeployment of 3 national General Service staff posts from the Human Resources Section, redeployment of 2 national General Service staff posts from the Campus Support Section and reassignment of 2 national General Service staff posts from the Supply Section in the Logistics Service)

50. It is proposed to reprofile the current Training Centre into a new unit to handle the administration and logistical arrangements of various training events, workshops and seminars and all official visits organized by the Global Service Centre, New York Headquarters and other agencies, funds and programmes in Brindisi and Valencia. The Conference Service and Learning Centre is proposed to become a unit separate from the Human Resources Section and located within the Base Support Service. The Conference Service and Learning Centre is proposed to be composed of one Senior Training Assistant and two Training Assistants (national General Service staff) redeployed from the Human Resources Section, one Audiovisual Technician and one Web Designer (national General Service staff) redeployed from the Campus Support Section and one Administrative Assistant and one Technical Assistant/Environmental Designer (national General Service staff) reassigned from the Supply Section in the Logistics Service.

Table 3
Human resources: Logistics Service

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Chief, Logistics Service									
Approved posts 2011/12	—	—	1	—	—	**1**	2	—	**3**
Proposed posts 2012/13	—	—	4	1	—	**5**	12	—	**17**
Net change	**—**	**—**	**3**	**1**	**—**	**4**	**10**	**—**	**14**
Property Management Section									
Approved posts 2011/12	—	—	—	2	—	**2**	13	—	**15**
Proposed posts 2012/13	—	—	—	2	—	**2**	13	—	**15**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Supply Section									
Approved posts 2011/12	—	—	1	1	—	**2**	27	—	**29**
Proposed posts 2012/13	—	—	—	—	—	**—**	—	—	**—**
Net change	**—**	**—**	**(1)**	**(1)**	**—**	**(2)**	**(27)**	**—**	**(29)**
Transport Section									
Approved posts 2011/12	—	—	1	—	2	**3**	34	—	**37**
Proposed posts 2012/13	—	—	—	—	—	**—**	—	—	**—**
Net change	**—**	**—**	**(1)**	**—**	**(2)**	**(3)**	**(34)**	**—**	**(37)**
Logistic Operations Section									
Approved posts 2011/12	—	—	1	—	1	**2**	26	—	**28**
Proposed posts 2012/13	—	—	—	—	1	**1**	27	—	**28**
Net change	**—**	**—**	**(1)**	**—**	**—**	**(1)**	**1**	**—**	**—**
Asset Management Section									
Approved posts 2011/12	—	—	—	—	—	**—**	—	—	**—**
Proposed posts 2012/13	—	—	1	3	—	**4**	3	—	**7**
Net change	**—**	**—**	**1**	**3**	**—**	**4**	**3**	**—**	**7**
Central Maintenance and Repair Section									
Approved posts 2011/12	—	—	—	—	—	**—**	—	—	**—**
Proposed posts 2012/13	—	—	1	—	2	**3**	24	—	**27**
Net change	**—**	**—**	**1**	**—**	**2**	**3**	**24**	**—**	**27**
Central Warehouse and Distribution Section									
Approved posts 2011/12	—	—	—	—	—	**—**	—	—	**—**
Proposed posts 2012/13	—	—	1	2	—	**3**	28	—	**31**
Net change	**—**	**—**	**1**	**2**	**—**	**3**	**28**	**—**	**31**

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Engineering Standards and Design Centre									
Approved posts 2011/12	—	—	1	2	—	**3**	6	—	**9**
Proposed posts 2012/13	—	—	1	5	—	**6**	8	—	**14**
Net change	—	—	—	**3**	—	**3**	**2**	—	**5**
Strategic Air Operations Centre									
Approved posts 2011/12	—	—	1	3	3	**7**	3	—	**10**
Proposed posts 2012/13	—	—	1	3	3	**7**	3	—	**10**
Net change	—	—	—	—	—	—	—	—	—
Geographic Information Systems Centre									
Approved posts 2011/12	—	—	1	1	1	**3**	4	—	**7**
Proposed posts 2012/13	—	—	1	1	1	**3**	4	—	**7**
Net change	—	—	—	—	—	—	—	—	—
Total, Logistics Service									
Approved posts 2011/12	—	—	7	9	7	**23**	115	—	**138**
Proposed posts 2012/13	—	—	10	17	7	**34**	122	—	**156**
Net change	—	—	**3**	**8**	—	**11**	**7**	—	**18**

[a] Includes National Professional Officers and national General Service staff.

51. The summary of the proposed staffing changes in the Logistics Service is provided in the table below.

Section: From	Section: To		Posts: To Logistics Service	Posts: From Logistics Service	Details
Logistic Operations Section	Office of the Chief, Logistics Service	Redeployment	1	(1)	P-4
Supply Section	Office of the Chief, Logistics Service	Redeployment	2	(2)	National General Service staff
Transport Section	Office of the Chief, Logistics Service	Redeployment	4	(4)	National General Service staff
Supply Section	Central Warehouse and Distribution Section	Redeployment	21	(21)	1 P-4, 1 P-3, 19 national General Service staff
Supply Section	Central Maintenance and Repair Section	Redeployment	3	(3)	National General Service staff
Supply Section	Conference Service and Learning Centre	Reassignment		(2)	National General Service staff
Supply Section	Finance Section	Reassignment		(1)	National General Service staff

Section			*Posts*		
From	*To*		*To Logistics Service*	*From Logistics Service*	*Details*
Transport Section	Central Maintenance and Repair Section	Redeployment	24	(24)	1 P-4, 2 Field Service, 21 national General Service staff
Transport Section	Central Warehouse and Distribution Section	Redeployment	8	(8)	National General Service staff
Transport Section	Logistic Operations Section	Redeployment	1	(1)	National General Service staff
Campus Support Section	Central Warehouse and Distribution Section	Redeployment	1		National General Service staff
Logistics Support Division, Department of Field Support	Office of the Chief, Logistics Service	Establishment of posts to be abolished in the Department of Field Support	7		2 P-4, 1 P-3, 4 national General Service staff
Logistics Support Division, Department of Field Support	Central Warehouse and Distribution Section	Establishment of posts to be abolished in the Department of Field Support	1		P-3
Logistics Support Division, Department of Field Support	Engineering Standards and Design Centre	Establishment of posts to be abolished in the Department of Field Support	5		3 P-3, 2 national General Service staff
Logistics Support Division, Department of Field Support	Asset Management Section	Establishment of posts to be abolished in the Department of Field Support	7		1 P-4, 3 P-3, 3 national General Service staff
Establishment, reassignment and redeployment to/from Logistics Service			**85**	**(67)**	
Net increase in Logistics Service			**18**		

52. In the 2012/13 period, the Logistics Service is conducting the second phase of its reorganization to enhance its capacity to respond to the requirements of the reprofiling of the Logistics Base in Brindisi and the Support Base in Valencia as a Global Service Centre. These structural changes include the proposed abolishment of the Supply Section and the Transport Section and would result in the redeployment of posts to various units and sections within UNLB, following the consolidation and centralization of warehousing activities and of maintenance and repair functions with the creation of two new sections within the Logistics Service: the Central Warehouse and Distribution Section and the Central Maintenance and Repair Section.

53. In addition to the above redeployments within UNLB, 20 posts are proposed to be established in the Logistics Service in UNLB, with their concurrent abolishment proposed in the Logistics Support Division of the Department of Field Support at Headquarters.

Office of the Chief, Logistics Service

International staff: increase of 4 posts (establishment of 2 P-4 and 1 P-3 posts, to be abolished in the Logistics Support Division of the Department of Field Support at Headquarters and redeployment of 1 P-4 post from the Logistic Operations Section)

National staff: increase of 10 posts (establishment of 4 General Service posts, to be abolished in the Logistics Support Division of the Department of Field Support at Headquarters, redeployment of 2 national General Service posts from the Supply Section and redeployment of 4 national General Service posts from the Transport Section)

54. The Office of the Chief, Logistics Service, supports the Chief, Logistics Service, in the implementation of the mandate of the Logistics Service and in providing managerial oversight and leadership to special projects related to the implementation of the global field support strategy. In the 2012/13 period, three units are proposed to be created in the Office of the Chief of the Logistics Service: the Programme Management Unit, the Customer Service Unit and the Strategic Deployment Stocks Unit.

- **The Programme Management Unit** is proposed to be created within the Office of the Chief of the Logistics Service by transferring administrative functions from the abolished Transport Section, with the purpose of centralizing the management of funds, standardizing the procedures for budget implementation, centralizing the delivery of global training activities and improving the resource utilization in the Logistics Service administrative areas, in addition to accountability in the management of funds and services provided. The transfer of the administrative functions from the former Transport Section to the newly proposed Programme Management Unit would optimize the utilization of funds, avoid duplication of efforts, ensure standardization of materials and services purchased and centralize administrative and certification responsibilities. In addition, the Unit would provide managerial oversight and leadership for special projects relating to the implementation of the global field support strategy and the reprofiling of UNLB as a Global Service Centre, such as certification of adherence to international standards, the modularization programme, the development of standard operating procedures and the implementation of organization-wide projects such as Umoja and IPSAS. The Programme Management Unit would also be responsible for the implementation of a variety of planning and coordination activities provided by the Logistics Service in support of field missions. The Unit would be composed of a Senior Logistics Officer (P-4) redeployed from the Logistic Operations Section and 6 Administrative Assistants (national General Service staff) redeployed from the abolished Transport and Supply Sections.

- **The Strategic Deployment Stocks Unit** is proposed to be transferred from the Logistics Support Division in the Department of Field Support at Headquarters to the Global Service Centre and would maintain its functions and duties in the overall management of strategic deployment stocks, including planning, development of policy and procedures, and monitoring. The Unit would also be responsible for developing global service packages and the replenishment and rotation of strategic deployment stocks, in collaboration with Asset Managers in the Global Service Centre. One post of Chief, Strategic

Deployment Stocks Unit (P-4), one post of Logistics Officer (P-3) and two posts of Administrative Assistants (national General Service staff) are proposed to be established in the Office of the Chief of the Logistics Service in UNLB with their concurrent abolishment proposed in the Logistics Support Division at Headquarters.

- **Customer Service Unit**. The mandate of the Customer Service Unit would be to act as the interface between field operations and the various stakeholders at the Global Service Centre and to provide and coordinate operational support with end users in the field. The Unit would provide support for activities such as implementation of policies, provision of guidance and training and coordination and monitoring of special projects with respective sections in the Global Service Centre and field missions. The Customer Service Unit would be located in the Office of the Chief, Logistics Service, and composed of one Logistics Officer (P-4) and two Logistics Assistants (national General Service staff), with concurrent abolishment of posts proposed in the Logistics Support Division of the Department of Field Support at Headquarters.

Logistic Operations Section

International staff: decrease of 1 post (redeployment of 1 P-4 post to the Office of the Chief, Logistics Service)

National staff: increase of 1 post (redeployment of 1 national General Service staff post from the Transport Section)

55. The Logistic Operations Section provides cross-cutting services to the Global Service Centre and to field missions with respect to receipt, inspection and handling of materials and equipment, including the preparation and dispatch of cargo to and from field operations worldwide. It is proposed to centralize the material handling functions under the management of the Logistic Operations Section and to redeploy one post of Material Handling Operator (national General Service staff) from the abolished Transport Section to the Logistic Operations Section.

56. In addition, it is proposed to redeploy one post of Senior Logistics Officer (P-4) from the Logistic Operations Section to the Office of the Chief, Logistics Service, in the newly created Programme Management Unit as described in paragraph 54 above.

Asset Management Section

International staff: increase of 4 posts (establishment of 1 P-4 and 3P-3 posts, to be concurrently abolished in the Logistics Support Division of the Department of Field Support at Headquarters)

National staff: increase of 3 posts (establishment of 3 national General Service staff posts, to be concurrently abolished in the Logistics Support Division of the Department of Field Support at Headquarters)

57. It is proposed to establish 7 posts, which are concurrently proposed to be abolished in the Logistics Support Division of the Department of Field Support at Headquarters, for the creation of an Asset Management Section within the Logistics Service in Brindisi.

58. The mandate of the Asset Management Section would be to ensure that inventories at the global level are managed and utilized in an efficient manner by integrating the asset management element of the traditional self-accounting units into one centralized section, including mission liquidation expertise to provide the necessary synergies for asset monitoring, transfer selection and resource planning, together with the development and implementation of an effective preliminary asset disposal plan. The Section would maintain an overview of inventories at the global level and would be in a position to provide regular reports on inventory status; advise missions on the utilization of stocks; and promote stock utilization and asset transfers as deemed necessary to enhance operations in field missions. The Section would also provide advisory support on the implementation of policies, issuance of directives, development of guidance and provision of training. To accomplish these functions, it is proposed to abolish in the Logistics Support Division at Headquarters, and establish in the Logistics Service, the following posts: one Engineering Officer (P-4), one Supply Officer (P-3), one Transport Officer (P-3), one Property Management and Liquidation Officer (P-3), one Transport Assistant (national General Service staff), one Supply Assistant (national General Service staff) and one Property Management and Liquidation Assistant (national General Service staff).

Central Maintenance and Repair Section

International staff: increase of 3 posts (1 P-4 and 2 Field Service posts redeployed within UNLB from the Supply Section)

National staff: increase of 24 posts (24 General Service staff posts redeployed within UNLB from the Transport Section and the Supply Section)

59. The Central Maintenance and Repair Section is a proposed new section in the Logistics Service that would provide a range of services, including the maintenance and repair of equipment held in storage (strategic deployment stocks and the United Nations reserve) and in use and in stock for the Global Service Centre, which includes a combination of vehicles, generators and office equipment. As part of the reprofiling of UNLB as a Global Service Centre and the restructuring of the Logistics Service, it is proposed to transfer maintenance activities from the former Transport and Supply Sections into the newly proposed Central Maintenance and Repair Section, to optimize the utilization of workshops, equipment and technical personnel, improve efficiency and timeliness in responding to service requests, encourage exchange of expertise and increase flexibility for supporting deployment to field missions when required. The posts proposed to be redeployed from the former Transport and Supply Sections to the Central Maintenance and Repair Section, where they would retain the same functions, are the following: one Chief, Central Maintenance and Repair Section (P-4), two Transport Officers (Field Service), one Administrative Assistant (national General Service staff), one Inventory and Supply Assistant (national General Service staff), two Team Assistants (national General Service staff), two Vehicle Technicians (national General Service staff), eight Vehicle Mechanics (national General Service staff), two Drivers (national General Service staff), six Generator Mechanics (national General Service staff) and two Equipment Technicians (national General Service staff).

Central Warehouse and Distribution Section

International staff: increase of 3 posts (establishment of 1 P-3 post, to be abolished in the Logistics Support Division at Headquarters, and 1 P-4 and 1 P-3 posts redeployed within UNLB from the Supply Section)

National staff: increase of 28 posts (28 national General Service staff posts redeployed within UNLB from the Transport Section (8), the Supply Section (19) and the Campus Support Section (1))

60. The Central Warehouse and Distribution Section is a proposed new section within the Logistics Service to provide a range of services relating to the receipt, storage and issuance of various commodities for supply, engineering, facilities management and transport materials and equipment in support of field missions and to the Global Service Centre. It is proposed to centralize warehousing activities from the former Engineering, Transport and Supply Sections to the Central Warehouse and Distribution Section. The Section would be responsible for the management of expendable and non-expendable items for the strategic deployment stocks, the United Nations reserve and UNLB inventories and would perform the following functions: reception, handling, storage and maintenance of assets; issuance of stores to field missions and to the Global Service Centre; and conducting physical verification and write-off of United Nations-owned assets. The posts covering warehouse and distribution-related functions from the abolished Transport and Supply Sections would be redeployed to the Central Warehouse and Distribution Section, where they would maintain the same functions, as follows: 1 Chief, Central Warehouse and Distribution Section (P-4), one Supply Officer (P-3), 10 Inventory and Supply Assistants (national General Service staff), 16 Warehouse Assistants (national General Service staff) and 1 Administrative Assistant (national General Service staff).

61. In addition to the redeployed posts from the Transport and Supply Sections, one post of Inventory and Supply Assistant (national General Service staff) is proposed to be redeployed from the Campus Support Section and one post of Supply Officer (P-3) is proposed to be established with its concurrent abolishment in the Logistics Support Division in the Department of Field Support at Headquarters.

Engineering Standards and Design Centre

International staff: increase of 3 posts (establishment of 3 P-3 posts, to be abolished in the Logistics Support Division of the Department of Field Support at Headquarters)

National staff: increase of 2 posts (establishment of 2 national General Service staff posts, to be abolished in the Logistics Support Division of the Department of Field Support at Headquarters)

62. The mandate of the Engineering Standards and Design Centre is to provide engineering design support to field missions, including the development and maintenance of standardized designs, scales and templates for complex engineering works carried out in field operations. The Centre serves as a centralized location for engineers in field operations to access international standards and standardized design packages, including drawings, scopes of work, bills of quantities and technical specifications, as well as planning tools and templates that facilitate quick and efficient implementation of construction works in the field.

63. It is proposed to transfer engineering functions from Headquarters to the Global Service Centre to strengthen the support provided to field missions with respect to expert advice on long-range development planning and policies; development of system contracts; management of complex and specific engineering projects; review and approval of the design and construction of major structures, facilities, systems and engineering activities in the field; development of engineering input for all new missions and liaison with other units within the Department of Field Support and the United Nations on matters relating to engineering support; and principal certifying functions for all related cost centres.

64. In this regard, it is proposed to establish five posts (3 P-3 and 2 national General Service staff), which are concurrently proposed to be abolished in the Logistics Support Division of the Department of Field Support at Headquarters. The proposed posts to be established are three posts of Engineers (P-3) and two posts of Engineering Assistants (national General Service staff).

Table 4
Human resources: Communications and Information Technology Service

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	***United Nations Volunteers***	***Total***
Communications and Information Technology Service, Brindisi									
Approved posts 2011/12	—	—	4	3	8	**15**	42	—	**57**
Proposed posts 2012/13	—	—	4	3	7	**14**	42	—	**56**
Net change	**—**	**—**	**—**	**—**	**(1)**	**(1)**	**—**	**—**	**(1)**
Communications and Information Technology Service, Valencia									
Approved posts 2011/12	—	—	5	1	2	**8**	14	—	**22**
Proposed posts 2012/13	—	—	5	1	4	**10**	14	—	**24**
Net change	**—**	**—**	**—**	**—**	**2**	**2**	**—**	**—**	**2**
Total, Communications and Information Technology Service									
Approved 2011/12	—	—	9	4	10	**23**	56	—	**79**
Proposed 2012/13	—	—	9	4	11	**24**	56	—	**80**
Net change	**—**	**—**	**—**	**—**	**1**	**1**	**—**	**—**	**1**

[a] Includes National Professional Officers and national General Service staff.

65. The summary of the proposed staffing changes in the Communications and Information Technology Service is provided in the table below.

Section			Posts		
From	*To*		*To Communications and Information Technology Service*	*From Communications and Information Technology Service*	*Details*
Campus Support Section	Office of the Chief, Communications and Information Technology Service, Valencia	Redeployment	1		Field Service
Network Support Section, Communications and Information Technology Service, Brindisi	Network Support Section, Communications and Information Technology Service, Valencia	Redeployment	1	(1)	Field Service
Redeployment to/from Communications and Information Technology Service			**2**	**(1)**	
Net increase in Communications and Information Technology Service			**1**		

Office of the Chief, Communications and Information Technology Service, Valencia

International staff: increase of 1 post (redeployment of 1 Field Service post from the Campus Support Section)

66. The Global Service Centre provides information technology services to users in Brindisi and Valencia and to field operations. With the proposed redeployment of functions related to field human resources to Valencia and the related additional posts, it is proposed to redeploy one post of Information and Communications Technology Support Coordinator (Field Service) to the Office of the Chief, Communications and Information Technology Service, in Valencia. The role of the Information and Communications Technology Support Coordinator would be to provide adequate information technology support services, including the provision of Lotus Notes, desktop workstations, enterprise applications, printing, mobile phone, office telephony and external virtual private network access to the user community in Valencia. The Support Coordinator would also establish processes and procedures to ensure a seamless transition of the aforementioned functions to Valencia.

Network Support Section, Communications and Information Technology Service, Valencia

International staff: increase of 1 post (redeployment of 1 Field Service post from the Network Support Section in UNLB)

67. With the proposed deployment of additional posts to Valencia, it is proposed to redeploy one post of Telecommunications Technician (Field Service) from the Network Support Section in Brindisi to the Network Support Section in Valencia to configure, operate and support voice services and related infrastructure for the user community in Valencia.

Table 5
Human resources: Field Human Resources Management Section

Civilian staff	*International staff*								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Chief, Field Human Resources Management Section									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	1	—	—	**1**	1	—	**2**
Net change	**—**	**—**	**1**	**—**	**—**	**1**	**1**	**—**	**2**
Roster Management Unit									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	—	—	—	—	5	—	**5**
Net change, posts	**—**	**—**	**—**	**—**	**—**	**—**	**5**	**—**	**5**
Approved temporary positions 2011/12[b]	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2012/13[b]	—	—	—	12	—	**12**	4	—	**16**
Net change, positions	**—**	**—**	**—**	**12**	**—**	**12**	**4**	**—**	**16**
Total, Roster Management Unit									
Approved 2011/12	—	—	—	—	—	—	—	—	—
Proposed 2012/13	—	—	—	12	—	**12**	9	—	**21**
Net change	**—**	**—**	**—**	**12**	**—**	**12**	**9**	**—**	**21**
Field Central Review Board Unit									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	1	2	—	**3**	2	—	**5**
Net change	**—**	**—**	**1**	**2**	**—**	**3**	**2**	**—**	**5**
Reference Verification Unit									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	—	—	—	—	6	—	**6**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**6**	**—**	**6**
Education Grant Unit									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	—	—	—	—	2	—	**2**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**2**	**—**	**2**
Capacity-building Unit									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	1	1	—	**2**	2	—	**4**
Net change	**—**	**—**	**1**	**1**	**—**	**2**	**2**	**—**	**4**

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total, Field Human Resources Management Section									
Approved 2011/12	—	—	—	—	—	—	—	—	—
Proposed 2012/13	—	—	3	15	—	**18**	22	—	**40**
Net change, Field Human Resources Management Section	—	—	**3**	**15**	—	**18**	**22**	—	**40**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

68. The summary of the proposed staffing changes in the Field Human Resources Management Section is provided in the table below.

Section/Unit			Posts		
From	To		To Field Human Resources Management Section	From Field Human Resources Management Section	Details
Office of the Director, Global Service Centre, Field Central Review Board	Field Central Review Board Unit	Redeployment	5		1 P-4, 2 P-3, 2 national General Service staff
Office of the Director, Global Service Centre, Field Central Review Board	Education Grant Unit	Redeployment	2		National General Service staff
Human Resources Section	Reference Verification Unit	Redeployment	6		National General Service staff (temporary positions proposed to be converted to posts)
Field Personnel Division, Department of Field Support	Office of the Chief, Field Human Resources Management Section	Establishment of posts to be abolished in the Department of Field Support	2		1 P-5, 1 national General Service staff
Field Personnel Division, Department of Field Support	Roster Management Unit	Establishment of posts and general temporary assistance positions to be abolished in the Department of Field Support	21		12 P-3 funded under general temporary assistance, 5 national General Service staff and 4 national General Service positions funded under temporary assistance

Section/Unit			*Posts*		
From	*To*		*To Field Human Resources Management Section*	*From Field Human Resources Management Section*	*Details*
Field Personnel Division, Department of Field Support	Capacity-building Unit	Establishment of posts to be abolished in the Department of Field Support	4		1 P-4, 1 P-3, 2 General Service staff
Establishment and redeployment to/from Field Human Resources Management Section			**40**		
Net increase in Field Human Resources Management Section			**40**		

Field Human Resources Management Section

69. It is proposed to transfer field human resources functions from the Field Personnel Division of the Department of Field Support at Headquarters to the Support Base in Valencia so that, in addition to serving as a secondary active telecommunications site for disaster recovery and an enterprise data centre, it would become a centre for service expertise in the areas of field personnel management and field budget and finance. The Field Human Resources Management Section is proposed to be established in Valencia in the 2012/13 period to improve efficiency in performing all recruitment-related activities. The Field Human Resources Management Section would be composed of the Roster Management Unit, the Field Central Review Board Unit, the Reference Verification Unit, the Capacity-building Unit and the Education Grant Unit.

Office of the Chief, Field Human Resources Management Section

International staff: increase of 1 post (establishment of 1 post (P-5) to be abolished in the Field Personnel Division in the Department of Field Support at Headquarters)

National staff: increase of 1 post (establishment of 1 post (national General Service staff) to be abolished in the Field Personnel Division in the Department of Field Support at Headquarters)

70. With the proposed creation of the Field Human Resources Management Section comprising 5 units and a total of 40 posts, it is proposed to establish a post of Head of Section (P-5), responsible mainly for overseeing all recruitment-related activities and supervising the other units of the Field Human Resources Management Section. The head of the Section would be supported by a Administrative Assistant (national General Service staff). The concurrent abolishment of a P-5 post and a General Service post in the Field Personnel Division in Headquarters is proposed in the Support Account for peacekeeping operations.

Roster Management Unit

International staff: increase of 12 general temporary assistance positions (establishment of 12 general temporary assistance positions (P-3), to be abolished in the Field Personnel Division of the Department of Field Support at Headquarters)

National staff: increase of 5 posts and 4 general temporary assistance positions (establishment of 5 national General Service staff posts in the Support Base in Valencia, to be abolished in the Field Personnel Division of the Department of Field Support at Headquarters, and 4 general temporary assistance positions (national General Service) to be abolished in the Field Personnel Division of the Department of Field Support at Headquarters)

71. It is proposed to redeploy the functions of the roster management team from the Field Personnel Division of the Department of Field Support to the Global Service Centre. The current team in the Field Personnel Division is comprised of 7 posts (1 P-5 and 6 General Service) and 16 general temporary assistance positions (12 P-3 and 4 General Service) funded under the support account for peacekeeping operations. These posts and general temporary assistance positions would be abolished and established in the Global Service Centre. The 12 Occupational Group Managers (P-3) would be subject matter experts with experience in peace operations, responsible for the recruitment process in their area of responsibility. They review applications, identify candidates for further assessment, serve as secretary for expert panels and prepare submissions to the Field Central Review Board. The Occupational Group Managers also monitor incumbency rates in the field missions for their occupational groups, manage their assigned roster and determine mobility opportunities for current staff members in the field for rotation among different hardship duty stations. The 12 Occupational Group Managers (P-3) and the 4 Administrative Assistants (national General Service staff) are currently funded under the Support Account for peacekeeping operations as general temporary assistance positions.

72. The report of the Secretary-General on investing in people (A/61/255) proposed that rosters be used as the primary instrument for recruitment, placement and promotion for vacancies throughout the Secretariat, including in the field. In this context, the Department of Field Support was entrusted with the creation and maintenance of a viable roster of highly qualified, suitable and available candidates to meet the current and projected staffing needs of United Nations peacekeeping operations and special political missions, through the review of external applications; cooperation with career development specialists; outreach to Member States, peacekeeping partners and United Nations agencies, funds and programmes; and networking with professional institutions and associations, to meet existing and projected workforce requirements and generate rosters of pre-vetted candidates, while also achieving gender balance, as broad a geographical representation as possible and an appropriate representation of police- and troop-contributing countries. The implementation of this reformed selection system, together with the need of the Organization to attract and retain enough people to serve in peacekeeping missions and its ability to manage the demand for staff in the field, led to additional workload requiring the establishment of general temporary assistance positions to develop and manage rosters of qualified pre-vetted candidates for recruitment to United Nations peacekeeping missions. The role of the Occupational Group Managers was further defined in Administrative Instruction

ST/AI/2010/3 on the staff selection system. Given that the functions are vital to the rostering approach and to the successful implementation of Inspira, it is proposed that the general temporary assistance positions of Occupational Group Managers and Assistants be continued. At the time of their creation, the Field Personnel Division proposed that the Occupational Group Managers positions be filled by experienced field staff on assignment to Headquarters from their parent duty stations for a period of two years. In line with the recommendation of the Office of Internal Oversight Services that staff performing financial and human resources functions be periodically rotated, contained in its review and analysis of the structure of the Secretariat for managing and sustaining peace operations, it is proposed that this rotation policy be continued.

Field Central Review Board Unit

International staff: 3 posts (1 P-4, 2 P-3) proposed to be redeployed from Brindisi to Valencia

National staff: 2 national General Service staff posts proposed to be redeployed from Brindisi to Valencia

73. The Field Central Review Board Unit is currently located within the Office of the Director in Brindisi. It is proposed to relocate this Unit to Valencia in the Field Human Resources Management Section with other human resources units to take full advantage of the efficiency to be achieved by moving all functions related to field human resources to Valencia and to increase the cohesiveness of mutually supporting sections.

Education Grant Unit

National staff: 2 national General Service staff posts proposed to be redeployed from Brindisi to Valencia

74. The Education Grant Unit is currently part of the Field Central Review Board in the Office of the Director in Brindisi. It is proposed to move this Unit to Valencia as a separate unit in the Field Human Resources Management Section under the supervision of the Chief of Section.

Reference Verification Unit

National staff: 6 general temporary assistance positions (national General Service staff) proposed to be relocated from Brindisi to Valencia and converted to posts

75. The Reference Verification Unit is an existing unit composed of 6 temporary assistance positions for Human Resources Assistants (national General Service staff) currently located in the Human Resources Section in Brindisi. It is proposed to relocate this Unit to Valencia and to convert the six positions to posts. With the harmonization of conditions of service for staff in the field with those at Headquarters, reference checking has become a mandatory step for the global staff selection process, and given the continuous nature of this function, the six related temporary assistance positions are proposed to be converted to posts.

Capacity-building Unit

International staff: increase of 2 posts (establishment of 1 P-4 and 1 P-3 posts, to be abolished in the Field Personnel Division of the Department of Field Support at Headquarters)

National staff: increase of 2 posts (establishment of 2 national General Service staff posts, to be abolished in the Field Personnel Division of the Department of Field Support at Headquarters)

76. With the proposed establishment of the Field Human Resources Management Section in the Global Service Centre, to be located in the Support Base in Valencia, it has been determined that setting up a mission support capability was one of the priorities. The proposed Capacity-building Unit is expected to provide guidance to human resource practitioners in the field missions, support field missions in their start-up and liquidation phases and train newly recruited local staff members in the Global Service Centre. The Unit would be composed of two posts of Human Resources Officer (1 P-4 and 1 P-3) and two posts of Human Resources Assistant (national General Service staff). These posts would be concurrently abolished in the Field Personnel Division in the Department of Field Support at Headquarters.

77. The Human Resources Officer (P-4) would supervise the Capacity-building Unit, develop the required training materials and receive feedback from clients on best practices. In addition, the incumbent would be an expert in entitlements, so as to be able to provide guidance on entitlements, especially in the context of start-up and liquidating missions.

78. The Human Resources Officer (P-3) would be in charge of identifying capacity-building needs of the main clients, and would organize training sessions and support visits to the field if necessary. The incumbent would also be expected to quickly deploy to the field to support a mission or fill an identified gap, including providing support during start-up and liquidation phases.

79. The two Human Resources Assistants (national General Service staff) would support the Capacity-building Unit in organizing training sessions and they would be also able to quickly deploy to the field to provide support to missions.

Table 6
Human resources: tenant units

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Standing Police Capacity									
Approved posts 2011/12	—	1	20	16	2	**39**	2	—	**41**
Proposed posts 2012/13	—	1	19	16	2	**38**	2	—	**40**
Net change	**—**	**—**	**(1)**	**—**	**—**	**(1)**	**—**	**—**	**(1)**
Justice and Corrections Standing Capacity									
Approved posts 2011/12	—	—	3	2	—	**5**	1	—	**6**
Proposed posts 2012/13	—	—	3	2	—	**5**	1	—	**6**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Integrated Training Service									
Approved posts 2011/12	—	—	1	2	—	**3**	2	—	**5**
Proposed posts 2012/13	—	—	1	2	—	**3**	2	—	**5**
Net change	—	—	—	—	—	—	—	—	—
Total, tenant units									
Approved 2011/12	—	1	24	20	2	**47**	5	—	**52**
Proposed 2012/13	—	1	23	20	2	**46**	5	—	**51**
Net change	—	—	**(1)**	—	—	**(1)**	—	—	**(1)**

80. The summary of proposed staffing changes for the tenant units is set out in the table below.

Type of proposed staffing change	*Posts*
Abolishment	1 (1 P-4 in the Standing Police Capacity)
Net decrease	**1**

Standing Police Capacity

International staff: decrease of 1 post (abolishment of 1 P-4)

81. The Police Division of the Department of Peacekeeping Operations at Headquarters, to which the Standing Police Capacity reports, has determined that, given its evolving workload and the continued growth in the number, scale and scope of rule of law initiatives, police operations and mandated tasks, strategic level support is needed at Headquarters to complement public information outreach efforts by the Department of Public Information and the Public Affairs Section of the Department of Peacekeeping Operations. The Police Division has reviewed the staffing requirements of the Standing Police Capacity and it is proposed to abolish one post of Police Communications Adviser (P-4) in the Standing Police Capacity, while a post of Administrative Management Officer (P-3) in the Police Division at Headquarters is concurrently proposed to be reassigned as a Police Communications Adviser and reclassified to P-4.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June)

Category	*Expenditure (2010/11)* (1)	*Apportionment (2011/12)* (2)	*Cost estimates (2012/13)* (3)	*Variance* Amount (4)=(3)-(2)	*Variance* Percentage (5)=(4)÷(2)
Civilian personnel					
International staff	14 186.2	18 667.3	19 910.4	1 243.1	6.7
National staff	17 261.9	20 834.5	22 815.4	1 980.9	9.5
United Nations Volunteers	—	—	—	—	—
General temporary assistance	2 737.1	976.0	1 092.9	116.9	12.0
Subtotal	**34 185.2**	**40 477.8**	**43 818.7**	**3 340.9**	**8.3**
Operational costs					
Government-provided personnel	—	—	—	—	—
Civilian electoral observers	—	—	—	—	—
Consultants	649.6	672.1	705.1	33.0	4.9
Official travel	1 113.6	1 242.6	1 268.5	25.9	2.1
Facilities and infrastructure	12 206.8	8 457.5	8 164.1	(293.4)	(3.5)
Ground transportation	681.4	609.0	672.9	63.9	10.5
Air transportation	—	—	—	—	—
Naval transportation	—	—	—	—	—
Communications	7 029.8	7 508.2	6 796.9	(711.3)	(9.5)
Information technology	8 398.4	7 833.4	7 296.4	(537.0)	(6.9)
Medical	237.1	340.1	347.7	7.6	2.2
Special equipment	—	—	—	—	—
Other supplies, services and equipment	3 614.7	1 371.8	1 391.3	19.5	1.4
Quick-impact projects	—	—	—	—	—
Subtotal	**33 931.5**	**28 034.7**	**26 642.9**	**(1 391.8)**	**(5.0)**
Gross requirements	**68 116.7**	**68 512.5**	**70 461.6**	**1 949.1**	**2.8**
Staff assessment income	5 374.3	6 249.9	6 044.4	(205.5)	(3.3)
Net requirements	**62 742.4**	**62 262.6**	**64 417.2**	**2 154.6**	**3.5**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**68 116.7**	**68 512.5**	**70 461.6**	**1 949.1**	**2.8**

B. Non-budgeted contributions

82. The estimated value of non-budgeted contributions for the period from 1 July 2012 to 30 June 2013 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Voluntary contributions in kind (non-budgeted)[a]	4 743.9
Total	**4 743.9**

[a] Inclusive of office buildings, workshops, warehouse structures and open spaces provided by the Government of Italy valued at $2,653,100 and office buildings, operational buildings and open spaces provided by the Government of Spain valued at $2,090,800.

C. Efficiency gains

83. The cost estimates for the period from 1 July 2012 to 30 June 2013 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Utilities	15.0	Replacement of the existing lighting system with energy saving lights and installation of automatic light sensors to detect presence of persons in UNLB buildings. The lighting energy consumption will be reduced by approximately 25 per cent.
	10.0	Improvement of the thermal insulation of buildings in order to reduce the loss of heat through windows, doors and roofs. This will result in a reduction of heating fuel consumption by approximately 5 per cent.
	15.0	Integration of the life-cycle approach for the purchase of high energy consumption equipment (e.g., air conditioners), including the preparation of technical specifications and technical evaluation criteria that include efficiency criteria.
	90.0	Production of an average of 200 kW per hour during 7 hours a day by the 700 photovoltaic panels installed at the Support Base in Valencia. The total cost of energy to be produced in the 2012/13 period could be estimated at 23 per cent of the present consumption.
Facilities maintenance supplies	25.0	Standardization of construction materials to reduce duplication of items utilized for maintenance services and to generate economies of scale.
Information technology equipment	60.9	Implementation of virtual desktops.
	825.6	Deferral of acquisitions due to the decision to use current assets for a longer useful economic life.

Category	*Amount*	*Initiative*
Communications equipment	572.9	Deferral of acquisitions due to the decision to use current assets for a longer useful economic life.
Total	**1 614.4**	

D. Vacancy factors

84. The cost estimates for the period from 1 July 2012 to 30 June 2013 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2010/11*	*Budgeted 2011/12*	*Projected 2012/13*
Civilian personnel			
International staff	19.5	12.0	18.0
National staff	8.0	6.0	5.0
Temporary positions[a]			
International staff	—	—	18.0
National staff	4.3	9.0	5.0

[a] Funded under general temporary assistance.

85. The proposed vacancy rates of 18 per cent for international posts and positions and 5 per cent for national posts and positions are based on the latest actual incumbency rates and trends at the time of budget preparation.

E. Training

86. The estimated resource requirements for training for the period from 1 July 2012 to 30 June 2013 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	524.6
Official travel	
Official travel, training	369.4
Other supplies, services and equipment	
Training fees, supplies and services	282.5
Total	**1 176.5**

87. The number of training participants planned for the period from 1 July 2012 to 30 June 2013, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*		
	Actual 2010/11	*Planned 2011/12*	*Proposed 2012/13*	*Actual 2010/11*	*Planned 2011/12*	*Proposed 2012/13*
Internal	49	153	162	165	200	214
External	22	14	39	112	96	79
Total	**71**	**167**	**201**	**277**	**296**	**293**

Note: Includes UNLB and outside the mission area.

88. The training of personnel includes both external and internal training. The planned internal training programmes envisage continuing support for mission vocational and development training to improve basic, developmental and professional skills and competencies for both national and international staff. The programmes focus on safety and security, aviation, movement control, communications and information technology, geographic information systems, customer service, project management, human resources and civilian induction training programmes. External training courses aim at strengthening the substantive and technical capacity of the staff in the fields of communications and information technology, finance and financial management, procurement, air transportation, security, property and supply management, geographic information systems, as well as management and organizational development. A total of 494 personnel of the Global Service Centre are expected to be trained during the period. Of the total number of personnel planned to be trained, 118 participants (39 international and 79 national staff) will attend training programmes held outside the Logistics Base, while 376 participants (162 international and 214 national staff) will attend internal training programmes. In addition, some 400 participants (civilian predeployment training) will be trained at UNLB.

III. Analysis of variances[1]

89. The standard terminology applied with respect to the analysis of resource variances is defined in annex I, section B, to the present report. The terminology used remains the same as in previous reports.

	Variance	
International staff	$1 243.1	6.7%

- **Cost parameters and management: additional inputs and outputs**

90. The increased requirements are principally attributable to the proposed net additional 15 posts, as well as higher estimated common staff costs based on actual

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

expenditures, partially offset by the application of a vacancy rate of 18 per cent as compared with 12 per cent applied in the 2011/12 budget and lower requirements for staff assessment charges in accordance with the international salary scales effective 1 January 2012.

	Variance	
National staff	$1 980.9	9.5%

- **Cost parameters and management: additional inputs and outputs**

91. The additional requirements are principally attributable to the proposed 31 additional posts and the application of a vacancy rate of 5 per cent compared with 6 per cent applied in the 2011/12 budget.

	Variance	
General temporary assistance	$116.9	12.0%

- **Cost parameters and management: additional inputs and outputs**

92. The increased requirements are mainly attributable to the proposed 12 international and 4 national general temporary assistance positions compared with 13 national general temporary assistance positions in the 2011/12 budget.

	Variance	
Facilities and infrastructure	($293.4)	(3.5%)

- **Management: reduced inputs and outputs**

93. The lower requirements are mainly attributable to the reduced requirements for office furniture, alterations and renovation, construction services and maintenance supplies due to the completion of construction and renovations projects in Valencia and Brindisi during the 2011/12 period. The reduction is partially offset by the increase in utilities and maintenance services due to the additional requirements for the now operational facilities in Valencia.

	Variance	
Ground transportation	$63.9	10.5%

- **Management: additional inputs and outputs**

94. The higher requirements are mainly attributable to the projected additional fuel consumption for the operations of the Support Base in Valencia and to the increase of 25 cents per litre in fuel cost based on the latest actual cost of fuel (92 cents per litre compared with 67 cents per litre in the 2011/12 budget).

	Variance	
Communications	($711.3)	(9.5%)

- **Management: reduced inputs and same outputs**

95. The lower requirements are mainly attributable to reduced requirements for the acquisition and replacement of communications equipment due to the deferral of

acquisitions as current assets will be used for a longer useful economic life, and given the recently installed equipment in the Support Base in Valencia. In addition, no provision was included for communications spare parts in the strategic deployment stocks. The decrease is partially offset by an increase in communications support services due to the increased cost for the outsourced network and the additional requirements for the proposed new posts.

	Variance	
Information technology	($537.0)	(6.9%)

- **Management: reduced inputs and outputs**

96. The reduced requirements are mainly attributable to lower requirements for the replacement of information technology equipment in the 2012/13 period due to the deferral of acquisitions as current assets will be used for a longer useful economic life, and the fact that no provision was included for information technology spare parts in the strategic deployment stocks. The reduced requirements are partially offset by the increase in information technology services due to the proposed new posts.

IV. Actions to be taken by the General Assembly

97. **The actions to be taken by the General Assembly in connection with the financing of UNLB are:**

(a) **Approval of the amount of $70,461,600 for the maintenance of UNLB for the 12-month period from 1 July 2012 to 30 June 2013;**

(b) **Proration of the amount in subparagraph (a) among individual active peacekeeping operation budgets to meet the financing requirements of UNLB for the period from 1 July 2012 to 30 June 2013.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 65/289 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors

A. General Assembly

Cross-cutting issues

(Resolution 65/289)

Decision/request	*Action taken to implement decision/request*
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 15)	All parties involved in the budget preparation process have ensured that the resource requirements proposed in the 2012/13 budget are as accurate as possible, based on all information available
Emphasizes the importance of further steps to make training programmes more relevant and cost-effective through, inter alia, the training of trainers and the use of videoconferencing and e-learning where feasible, and stresses that travel for training purposes should be kept under close review (para. 31)	UNLB continues to strengthen its training programme to make sure it is relevant and responsive to the needs of the clients and the Organization and wherever feasible videoconferencing and e-learning are used
Notes the increasing role of national staff in peacekeeping operations and the need to build national capacities and provide professional development opportunities for national staff, and emphasizes that national staff should be fully included in all relevant training programmes (para. 32)	UNLB has a comprehensive training programme that includes both national and international staff. Improvement in national staff qualifications is evident in the number of national staff that are deployed to field missions in the start-up, mission sustainment and liquidation phases, as well as knowledge transfer and expertise provided by national staff as part of Global Service Centre support
Urges the Secretary-General to continue to implement the new standard ratios for personal information and communications technology (ICT) equipment on the basis of the 2010 review and to ensure the most appropriate level of service with regard to satellite communications and Internet services in each location within missions, taking into account operational requirements (para. 42)	The Global Service Centre has implemented and complied with the standard ratios established in 2010 for personal ICT equipment and is using the new 2011 standard ratios for the 2012/13 cost estimates. The Centre has established satellite communications and Internet services at both sites, Brindisi and Valencia, based on operational requirements

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to continue to ensure that the utilization of systems contracts is subject to prior full analysis of all costs, in accordance with current practice (para. 44)	The Global Service Centre utilizes systems contracts for items required on a recurring basis over an extended period. Such contracts are put in place in consultation with the requisitioning units based on historical data and projected needs. The award of such contracts is based on competitive solicitations and takes into consideration all costs related to the provision of such items. The Procurement Section periodically conducts market surveys to ensure that the systems contracts are still advantageous to the Centre in terms of quality and price. The Centre also utilizes systems contracts for special requirements under the centralized procurement exercises carried out by the Procurement Division at Headquarters
Requests the Secretary-General to continue his efforts with regard to standardized training and awareness-raising on sexual exploitation and abuse matters (para. 64)	UNLB is covered by the Regional Conduct and Discipline Team, based in the United Nations Interim Force in Lebanon; however, there is a locally based focal point that works closely in sensitizing the staff and raising the awareness of sexual exploitation and abuse, as well as informing staff in general of the relevant mechanisms in place that deal with sexual exploitation and abuse matters
Notes with concern the recurrence of problems previously identified by the Board of Auditors in regard to the management of expendable and non-expendable property (para. 75)	UNLB is actively working with the Department of Field Support in streamlining the management, oversight and administration of the inventory in accordance with directives from the Department
Stresses the importance of the Secretary-General's stewardship of the management of assets for peacekeeping, including expendable and non-expendable property and strategic deployment stocks, and reiterates its requests to the Secretary-General to strengthen internal controls in the management of those assets to ensure adequate safeguards that would prevent waste and financial loss to the Organization (para. 76)	See above

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/65/743)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee continues to consider that budget implementation should be judged on the basis of the achievement of the objectives outlined in the results-based-budgeting framework and efficiency in the use of resources, rather than solely through the budget expenditure rate. The Committee also reiterates the need for a distinction to be made between savings and underexpenditures (see A/63/746, para. 16). While savings, which are in essence cost reductions achieved through efficiency measures, establish a lower baseline level of funding and therefore have an impact on future budgets, underexpenditures, which can reflect delays in the implementation of programmed activities, may lead to increased expenditures in the following periods. Furthermore, the factors that can lead to underexpenditures go beyond the delays in the implementation of programmed activities or their non-implementation. Such factors may include over-budgeting or a failure to fully analyse initiatives before resources are sought for their implementation (see A/65/743/Add.6, paras. 8 and 9) (para. 19)	Noted. Information on budget implementation is provided in the report of the Secretary-General on the budget performance of UNLB for 2010/11 (A/66/603)
The Advisory Committee notes the general improvement indicated by the Board of Auditors and expects that this trend will be sustained in forthcoming financial periods. The Committee remains concerned, however, that the Board continues to identify systemic shortcomings as well as recurring problems. The Committee is also concerned about the slow implementation of the recommendations made by the Board. The Committee further emphasizes that managerial action with regard to this matter and the overall efforts of the Organization to achieve accountability are closely linked (see A/65/782, para. 12) (para. 20)	The Global Service Centre is actively addressing outstanding recommendations and adopting mechanisms to ensure that recurring problems are appropriately addressed throughout the financial period. As such, out of the 21 recommendations by the Board of Auditors for the year ended 30 June 2010, the Board, in their management letter for the year ended 30 June 2011, recognized that 14 had been implemented, 5 were under implementation and 2 were not implemented. Furthermore, for the year ended 30 June 2011, the Board issued 12 recommendations, a 42 per cent decrease in the number of recommendations issued between 30 June 2010 to 30 June 2011

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee recognizes that the fast-changing environments within which peacekeeping missions operate can necessitate the readjustment of operational plans and, as such, a requirement for budgetary redeployments between expenditure groups may arise during the financial period. In order to preserve budgetary transparency and discipline, however, the Committee expects that proposals for redeployment will continue to be scrutinized to ensure that the authorizations given are limited to what is necessary to meet changing priority requirements (para. 22)	UNLB will ensure that all future proposals for redeployment are limited to meeting the actual needs of changing operational requirements and are in compliance with the established Financial Regulations and Rules
The Advisory Committee acknowledges the ongoing efforts to refine and improve the presentation and logical frameworks of the peacekeeping budgets. However, as highlighted by the Board of Auditors in its most recent report on peacekeeping operations (A/65/5 (Vol. II)), shortcomings remain. The Advisory Committee shares that view and finds, for example, the outputs presented in the budget documents of some missions to be too numerous and detailed. The Committee considers that one of the challenges in the presentation of the logical frameworks is how to provide measurable benchmarks that enable Member States to assess how effectively mandates are being implemented and also meet the specific needs of the Secretariat to use such frameworks as planning and monitoring tools. From the viewpoint of its role in the budgetary review process, the Advisory Committee has expressed the view that the framework's feasibility, in particular for peacekeeping operations, needs to be revisited. In this regard, the Committee looks forward to reviewing the proposals resulting from the work of the Results-based Management Task Force which are to be presented to the General Assembly at its sixty-sixth session (para. 26)	The Global Service Centre is continuously reviewing the feasibility of its results-based-budgeting frameworks and in this regard an internal training event was organized, during June and September 2011, to improve and advance the development and monitoring of results-based-budgeting frameworks. Furthermore, the proposed results-based budget for the Centre for 2012/13 has been updated with the indicators and outputs relating to the proposed transfer of functions from Headquarters, which will provide measurable benchmarks for Member States to assess the impact of transferred functions in accomplishment of the mandate of the Centre
Given the current level of peacekeeping expenditure, which in 2009/10 exceeded $7.5 billion, the Advisory Committee believes that efficiency gains of some $24 million are insufficient (para. 27)	UNLB is exploring the feasibility of achieving efficiency gains of at least 1 per cent in the current budget in accordance with a directive from the Department of Field Support

Request/recommendation	*Action taken to implement request/recommendation*
As noted in paragraph 43 below, the Committee is of the view that the Secretary-General should continue to review long vacant posts and posts whose functions may no longer be deemed necessary. Moreover, the Committee continues to hold the view that posts that are no longer required should be abolished and that new posts should be fully justified (see A/64/660, para. 19) (para. 30)	The Global Service Centre continues to analyse and address its vacancy rate. Since the beginning of the 2011/12 period, the vacancy rate at the Centre has been falling progressively. As at the end of January 2012, the overall (international and national staff) vacancy rate for the Centre was 9.48 per cent
The Advisory Committee is of the view that the exercise carried out in response to General Assembly resolution 65/248 also highlights the extent to which many peacekeeping posts have remained vacant for long periods. This issue had also been noted in the report on peacekeeping operations by the Board of Auditors, who expressed the view that this could indicate that the positions in question may no longer be needed, especially if missions were discharging their mandates satisfactorily using existing resources (A/65/5 (Vol. II), para. 218). The Advisory Committee reiterates the need for long vacant posts to be reviewed on an ongoing basis and, in particular, before proposals for new posts are put forward to the General Assembly (para. 43)	See above
Given the significant number of pre-cleared candidates on the rosters and the likely availability of staff from missions that are moving to a drawdown or transition phase, the Advisory Committee expects that a demonstrable impact in terms of a lowering of vacancy rates in peacekeeping operations and in the time taken to recruit staff will now begin to be seen (see also paras. 49 and 50 below). These factors should also reduce the requirement for the use of recruitment tiger teams, which, as the Committee has previously pointed out, are a cost-intensive mechanism (see A/64/660, para. 42) (para. 47)	The Global Service Centre does not utilize the services of recruitment tiger teams. Where possible, the Centre selects from the rosters of pre-cleared candidates. Since the beginning of fiscal year 2011/12, the vacancy rate of the Centre has been falling progressively. As at the end of January 2012, the overall (international and national staff) vacancy rate of the Centre was 9.48 per cent
In view of the significant level of expenditure on fuel and the vulnerability of fuel operations to fraud and abuse, the Advisory Committee expects that priority will be given to the timely implementation of the electronic fuel management system in all peacekeeping operations. In the interim, the Committee expects that efforts will continue to ensure proper oversight and internal controls (para. 62)	The Global Service Centre has already implemented the electronic fuel management system (FuelLog) and is continuously monitoring overall fuel consumption. Simultaneously, since the Italian authorities also require fuel sheets in hardcopy for tax exemption a second monitoring tool is in place

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee expects that environmental conditions will be taken into account in determining whether items available through systems contracts are suitable for service in a particular location. The prevailing environmental conditions should also be a factor in establishing the appropriate replacement cycles for equipment in each peacekeeping operation (para. 68)	The Global Service Centre self-accounting units are fully aware of the environmental factors and all due consideration is given to such factors in the use of systems contracts. Furthermore, replacement cycles are established with due consideration for adverse environmental conditions
The Advisory Committee is concerned that the majority of missions have yet to complete the required comprehensive mission training plans. Given that overall peacekeeping training resources for the current period exceed $25 million, of which mission budgets account for $18 million, the completion of the plans should be a priority. As such, the Committee recommends that the Secretary-General be requested to ensure that all missions comply with this requirement (para. 114)	The Conference Services and Learning Centre at the Global Service Centre is currently working on a comprehensive mission training plan for 2012/13, based on mission training requirements. The plan is expected to be finalized within the third quarter of 2011/12. Furthermore, the Logistics Service develops, plans and delivers a variety of technical training courses for both missions and the Global Service Centre, in coordination with the Learning Centre and mission training focal points. The Global Service Centre Communications and Information Technology Service training plan is based on the strategic priorities detailed in its vision document and made available through the Department of Field Support Information and Communications Technology Division training programme, which is open to all communications and information technology staff at the Department of Field Support and Global Service Centre staff. Training requirements for performance appraisal functions are then agreed, with strategic priorities carried into the section workplan and the relevant courses made available in the Communications and Information Technology Service training plan
The Advisory Committee has repeatedly emphasized the need for training programmes and objectives to be linked to mandate implementation and organizational goals. The Committee views the establishment of strategic peacekeeping training priorities and the requirement for comprehensive individual mission training plans to reflect mission-specific needs as a positive step towards ensuring that this linkage occurs. The Committee expects that requests for training resources within the proposed mission budgets for the 2012/13 period will be made on the basis of clearly identified priorities laid down in the training plans of the respective missions (para. 115)	The proposal of the Conference Services and Learning Centre for the 2012/13 period reflects mission-specific needs as a top priority and includes programmes to enhance ability of staff to respond positively to the reprofiling process at the Global Service Centre

Request/recommendation	*Action taken to implement request/recommendation*
Given the level of funding being provided for training activities, the Committee is of the view that continued efforts are required to maximize the effectiveness and efficiency with which training programmes are delivered. In this regard, the Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/63/746, para. 63) (para. 135)	The Conference Services and Learning Centre has developed alternative procedures for the preparation of the new budget cycle. Missions training requirements have been consolidated with the aim of providing in-house training to limit travel expenses

(A/65/743/Add.12)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee recommends approval of the Secretary-General's approach which should facilitate the reprofiling of the Logistics Base as the Global Service Centre (para. 20)	The Global Service Centre is actively restructuring the administrative and operational functions with the aim of achieving improved governance and greater efficiency in resource utilization and, ultimately, delivery of services
The Advisory Committee considers that the consolidation and streamlining of structures make this an opportune time for reviewing administrative processes, eliminating inefficient and duplicative procedures, and improving methods of work. The Committee expects that efficient and effective procedures and processes will lead to economies in requirements for human and financial resources (para. 21)	
The Advisory Committee notes that the new service delivery model is to be implemented progressively over a five-year period. While noting that UNLB is already carrying out some functions that do not strictly fall into the category of logistics, such as communications, training, air support and security (A/65/743, para. 159), the Committee believes that organizational arrangements and working methods aligned with the new service delivery model still need to be clarified. It therefore recommends that lessons learned from the transfer of the five functions in the first phase should be applied to further refining the process mapping methodology and making suitable adjustments, as required, when proposing the transfer of further functions from Headquarters to the Global Service Centre. The Advisory Committee looks forward to receiving an assessment of this first phase in the context of the Secretary-General's next progress report on the implementation of the global field support strategy (para. 27).	The Global Service Centre is actively pursuing and applying best practices and lessons learned to ensure proper alignment, coherence and consistency of improved service delivery with the implementation of the global field support strategy

Request/recommendation	*Action taken to implement request/recommendation*
As the reprofiling of UNLB as the Global Service Centre progresses and additional functions are transferred from Headquarters, the results-based framework will be an essential tool for assessing progress and measuring the performance of those new functions. The Committee trusts that the logical framework will be fully developed to reflect expected accomplishments, indicators of achievement and outputs for each of the functions to be transferred, with performance targets, baseline information and benchmarks (para. 33)	The indicators and outputs relating to the proposed transfer of functions are reflected on the proposed results-based framework for the 2012/13 period under the Logistics Service and the Field Human Resources Management Section
The Advisory Committee is concerned by the significant level of the increase [for security services] and requests the Secretary-General to review this matter. It recommends that the Secretary-General be requested to make every effort to secure more favourable terms for the provision of security services when the contract expires and is up for renewal (para. 51)	As at 6 July 2011 the Support Base at Valencia was fully operational and had a clear and defined concept of operations. It has consequently entered into a five-year security service contract, the services and costs of which have been defined through a procurement bidding exercise, with no significant variation expected
The Advisory Committee emphasizes the importance of keeping track of training delivered to staff and other personnel [and] recommends that efforts undertaken at UNLB with regard to recording and tracking of training activities are aligned with the above-mentioned learning development system (para. 52)	UNLB has undertaken to develop a mechanism for tracking and monitoring the various training activities delivered and supported through the Global Service Centre
The [Advisory] Committee reiterates that, given the large number and consequential nature of the human resources management initiatives under way, the secretariat of the Field Central Review Board in the Office of the Director of UNLB should receive close policy guidance and oversight from Headquarters. The Committee recommends that the Secretary-General be requested to monitor the effectiveness of the organizational arrangements in place and to report on this matter in the context of the next budget submission for UNLB (para. 54).	While reporting administratively to the Director of UNLB, since its relocation from Headquarters, the secretariat of the Field Central Review Board has been reporting to the Director of the Field Personnel Division of the Department of Field Support at Headquarters for overall guidance and substantive oversight. When needed, the secretariat of the Board also seeks policy guidance directly from the Office of Human Resources Management. With regard to policy guidance and oversight, the secretariat has maintained close contact with the Field Personnel Division and the Office of Human Resources Management at Headquarters. The Board secretariat especially seeks guidance with regard to the proper implementation of the staff selection system. The Field Personnel Division maintains oversight of the Board through weekly status reports provided by the secretariat to the Director of the Division and the relevant Headquarters staff

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee expects the Secretary-General to ensure strict compliance with policies and procedures regarding the management and utilization of strategic deployment stocks, and to report on this matter in the context of the next performance report (para. 57).	The Logistics Support Division is currently responsible for the management of the Strategic Deployment Stocks and its use. With the proposed transfer of the Strategic Deployment Stocks Unit to the Global Service Centre, the accountability for strategic deployment stocks management will also be transferred from the Logistics Support Division to the Centre
The Advisory Committee has consistently pointed to the need for efficient management and deployment of strategic deployment stocks. The Board of Auditors has also, over the years, identified numerous deficiencies and weaknesses in this area and made recommendations for improvement. The Committee urges the Secretary-General to ensure that the solutions envisaged address those weaknesses and promote improved efficiency and effectiveness in the management of strategic deployment stocks. The Committee recommends that the Secretary-General be requested to provide, in the context of the next budget submission of UNLB, details on the findings and conclusions of the review of strategic deployment stocks, including with regard to the composition, space and storage requirements of strategic deployment stocks, the development of modularized service packages, and delivery of services to field missions. The Secretary-General should also be requested to provide a comprehensive proposal for the efficient and effective management of strategic deployment stocks, with a timeline and benchmarks for measuring progress. Information on the role of Headquarters in the control and oversight of strategic deployment stocks should also be provided (para. 62).	While the majority of the questions related to the management of strategic deployment stocks needs to be addressed by the Logistics Support Division, UNLB is actively engaged in the modularization programme, which will affect the future composition of strategic deployment stocks. Moreover, UNLB is working with the Division to identify solutions to enhance capabilities in the use of strategic deployment stocks along with space and storage need The Global Service Centre is a member of the composition review committee, for which leadership rests with the Logistics Support Division of the Department of Field Support at Headquarters In addition, the Global Service Centre is currently working on a project to analyse the available data and to promote improved space and storage utilization

C. Board of Auditors

(A/65/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
The Department of Field Support agreed with the Board's recommendation that all missions improve the results-based-budgeting formulation process by providing training to staff concerned on a regular basis, for example, through distance teaching or other practical alternatives (para. 84)	Implemented. Results-based-budgeting training was delivered on 28 June 2011 to Service Chiefs and Administrative and Budget Assistants. Additional training was delivered on 13 September 2011

Request/recommendation	*Action taken to implement request/recommendation*
Results-based budgeting: in-year monitoring of progress and performance	
The Board recommends that the Department of Peacekeeping Operations, in collaboration with the Department of Field Support, take measures to ensure that all missions regularly collect, review, compile and report the results-based-budgeting data for internal management purposes (para. 93)	Implemented. As at 1 July 2010, UNLB had established a Lotus Notes-based results-based-budgeting database, with access granted to focal points, who are required to update it on a quarterly basis
Non-expendable property	
Reconciliation of discrepancies	
The Board recommends that the Department of Field Support require all missions: (a) to carry out full and complete physical verifications of non-expendable property; (b) to make every effort to ascertain the reasons why assets have not been located; and (c) to expedite the process of discrepancy reconciliation to ensure that the data relating to non-expendable property are accurate (para. 130).	UNLB carries out a full and complete physical verification of all non-expendable property and is actively engaged in making improvements with regard to the process of discrepancy reconciliation to ensure data accuracy. In this regard, the Property Control and Inventory Unit and self-accounting units at UNLB have been reminded of their responsibility to ensure data accuracy and to work closely together when reconciling discrepancies
Segregation of duties	
The Board recommends that the Department of Field Support require all missions to have in place proper segregation of duties relating to non-expendable property to ensure that items are not approved, issued and received from stock by the same person, or consider mitigating controls where segregation of duties is not feasible (para. 134)	UNLB confirms that it has in place proper segregation of duties for non-expendable property. All assets are first processed by the Receiving and Inspection Unit into the Galileo system and are subsequently issued to individuals or offices from the respective self-accounting unit based on operational and tasking needs. The complete process is overseen by the Property Management Section, responsible for identifying any abnormalities and notifying the office concerned
Lead time in the write-off and disposal of assets	
The Board reiterates its previous recommendation that the Administration strengthen the monitoring of the write-off and disposal of non-expendable property at missions to ensure that appropriate measures are taken to expedite all pending write-offs and disposals (para. 138)	UNLB is undertaking an analysis of the processes to ensure that disposal and write-off are done in the most expeditious manner by strengthening coordination among the relevant stakeholders and developing a standard operating procedure and other directives
Expendable property	
Physical count and discrepancy reconciliation	
The Department of Field Support agreed with the Board's reiterated recommendation that the Administration strengthen the management and	UNLB acknowledges the Board's concern. A standard operating procedure is currently being drafted to respond to this recommendation

Request/recommendation	*Action taken to implement request/recommendation*
control of expendable property by ensuring that accurate records are maintained, physical counts are periodically conducted, discrepancies are promptly investigated and corrective actions are promptly taken (para. 159)	
Stock level and slow-moving assets	
The Board recommends that the Department of Field Support require that all missions establish comprehensive stock level policies and take appropriate action with regard to slow-moving stock (para. 163)	During the 2010/11 financial period UNLB started to populate Galileo with minimum/maximum stock levels, taking into consideration historical consumption patterns and projected future needs. UNLB will also refine the reorder notification trigger in Galileo in line with the above
Strategic deployment stocks	
Rotation of strategic deployment stocks	
The Board recommends that the Department of Field Support, in collaboration with UNLB, require that all missions take existing strategic deployment stocks into consideration in their procurement plans to reduce duplication of procurement of identical or similar model strategic deployment stock assets (para. 167)	UNLB has reinforced the Department of Field Support directive by issuing an administrative instruction on 9 August 2011 on the implementation of the policy on resourcing of strategic deployment stock equipment and stock rotation at UNLB to cost centre managers
Human resources management	
Performance appraisal system	
The Board also recommends that the Department ensure that UNLB adheres strictly to the administrative instruction and the Human Resources Handbook by awarding step increments and contract extensions to staff members against their performance appraisals (para. 233)	Implemented. The Global Service Centre continues to monitor and control contract extensions and step increments based on performance appraisals

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

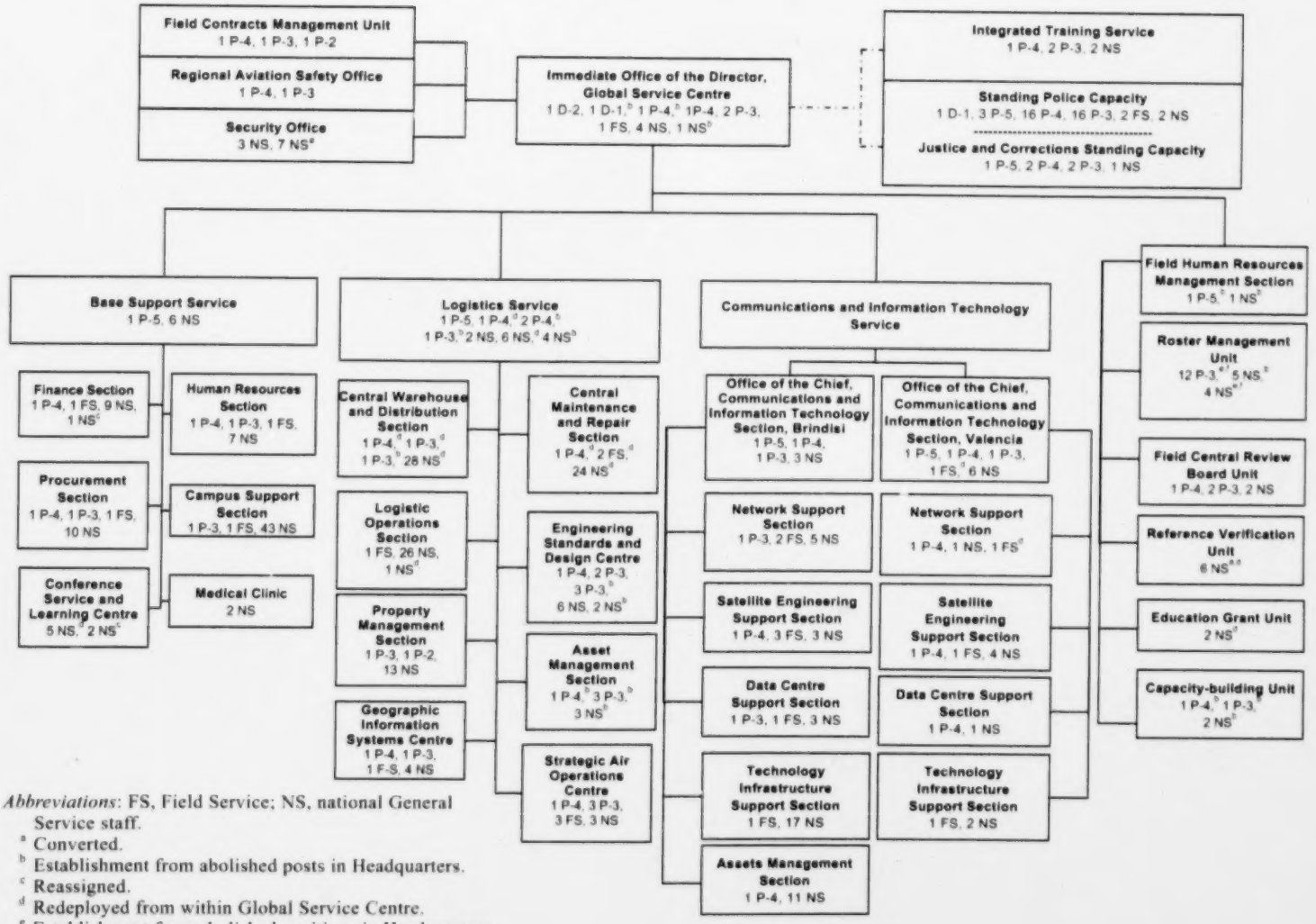
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization chart


Field Contracts Management Unit
1 P-4, 1 P-3, 1 P-2
Regional Aviation Safety Office
1 P-4, 1 P-3
Security Office
3 NS, 7 NS[a]
Immediate Office of the Director, Global Service Centre
1 D-2, 1 D-1,[b] 1 P-4,[b] 1P-4, 2 P-3, 1 FS, 4 NS, 1 NS[b]
Integrated Training Service
1 P-4, 2 P-3, 2 NS
Standing Police Capacity
1 D-1, 3 P-5, 16 P-4, 16 P-3, 2 FS, 2 NS
Justice and Corrections Standing Capacity
1 P-5, 2 P-4, 2 P-3, 1 NS
Base Support Service
1 P-5, 6 NS
Logistics Service
1 P-5, 1 P-4,[d] 2 P-4,[b] 1 P-3,[b] 2 NS, 6 NS,[d] 4 NS[b]
Communications and Information Technology Service
Field Human Resources Management Section
1 P-5,[b] 1 NS[b]
Roster Management Unit
12 P-3,[e,f] 5 NS,[b] 4 NS[e,f]
Field Central Review Board Unit
1 P-4, 2 P-3, 2 NS
Reference Verification Unit
6 NS[a,b]
Education Grant Unit
2 NS[b]
Capacity-building Unit
1 P-4,[b] 1 P-3,[b] 2 NS[b]
Finance Section
1 P-4, 1 FS, 9 NS, 1 NS[c]
Procurement Section
1 P-4, 1 P-3, 1 FS, 10 NS
Conference Service and Learning Centre
5 NS,[d] 2 NS[c]
Human Resources Section
1 P-4, 1 P-3, 1 FS, 7 NS
Campus Support Section
1 P-3, 1 FS, 43 NS
Medical Clinic
2 NS
Central Warehouse and Distribution Section
1 P-4,[d] 1 P-3,[d] 1 P-3,[b] 28 NS[d]
Logistic Operations Section
1 FS, 26 NS, 1 NS[d]
Property Management Section
1 P-3, 1 P-2, 13 NS
Geographic Information Systems Centre
1 P-4, 1 P-3, 1 F-S, 4 NS
Central Maintenance and Repair Section
1 P-4,[d] 2 FS,[d] 24 NS[d]
Engineering Standards and Design Centre
1 P-4, 2 P-3, 3 P-3,[b] 6 NS, 2 NS[b]
Asset Management Section
1 P-4,[b] 3 P-3,[b] 3 NS[b]
Strategic Air Operations Centre
1 P-4, 3 P-3, 3 FS, 3 NS
Office of the Chief, Communications and Information Technology Section, Brindisi
1 P-5, 1 P-4, 1 P-3, 3 NS
Network Support Section
1 P-3, 2 FS, 5 NS
Satellite Engineering Support Section
1 P-4, 3 FS, 3 NS
Data Centre Support Section
1 P-3, 1 FS, 3 NS
Technology Infrastructure Support Section
1 FS, 17 NS
Assets Management Section
1 P-4, 11 NS
Office of the Chief, Communications and Information Technology Section, Valencia
1 P-5, 1 P-4, 1 P-3, 1 FS,[d] 6 NS
Network Support Section
1 P-4, 1 NS, 1 FS[d]
Satellite Engineering Support Section
1 P-4, 1 FS, 4 NS
Data Centre Support Section
1 P-4, 1 NS
Technology Infrastructure Support Section
1 FS, 2 NS

Abbreviations: FS, Field Service; NS, national General Service staff.

[a] Converted.

[b] Establishment from abolished posts in Headquarters.

[c] Reassigned.

[d] Redeployed from within Global Service Centre.

[e] Establishment from abolished positions in Headquarters.

[f] Funded under general temporary assistance.